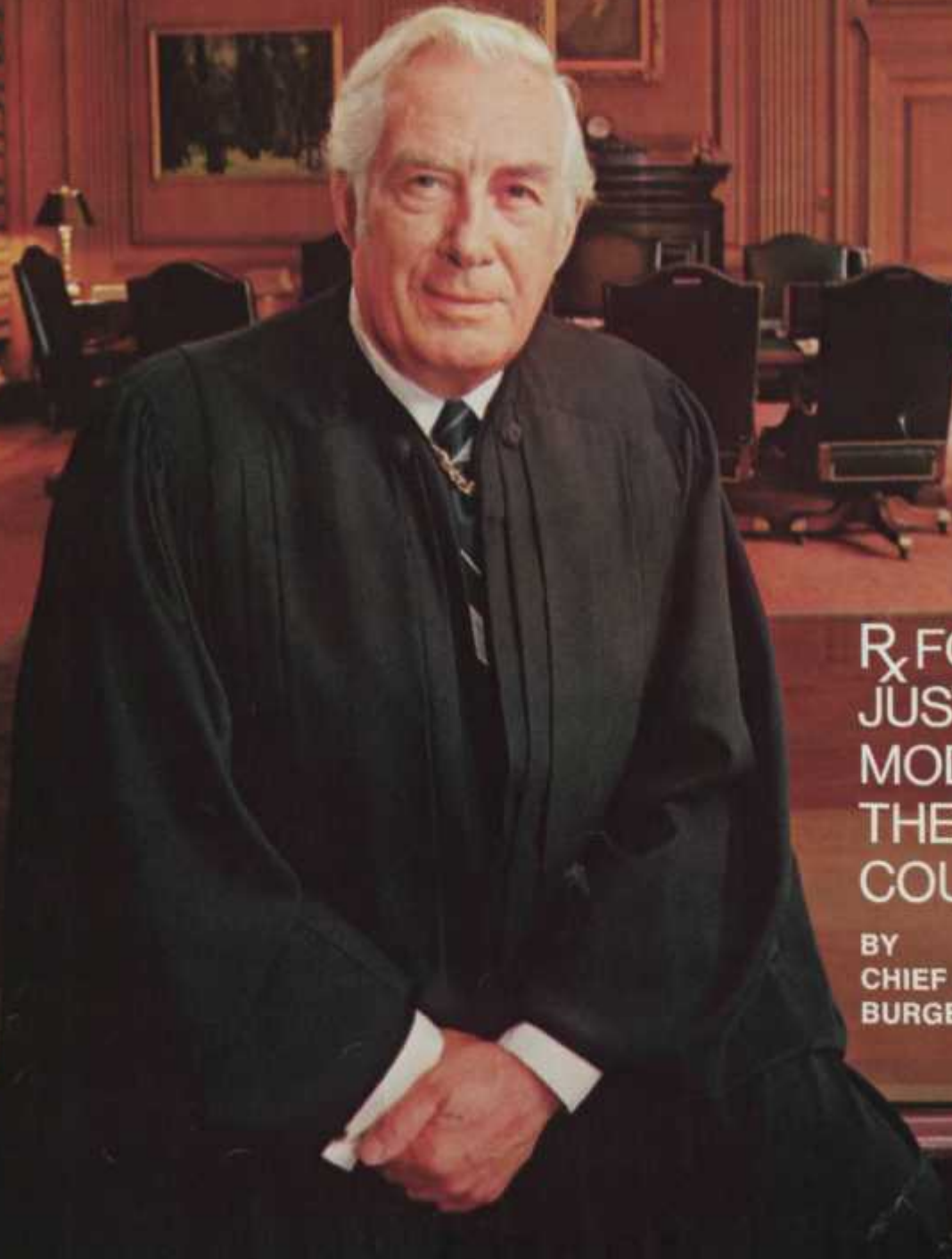


A USEFUL LOOK AHEAD FROM WASHINGTON

SEPTEMBER 1974

# Nation's Business

HOW YOUR CONGRESSMAN RATES  
PAGE 64



Rx FOR  
JUSTICE:  
MODERNIZE  
THE  
COURTS

BY  
CHIEF JUSTICE  
BURGER PAGE 60

ROUGH COPY

CORPORATION  
Hertz Truck  
New York, N.Y. 10021



111,634 AND 68 CTS  
Hertz Truck Manufacturing Corp.  
New York, N.Y. 10016

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AMOUNT
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***We lease more than just trucks. We lease peace of mind.***

***Hertz is big  
in big Trucks***



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## MEMO FROM THE EDITOR

Nation's Business • Published by the Chamber of Commerce of the United States • 1615 H Street N.W., Washington, D.C. 20062

You won't find a rehash of the Nixon-Ford drama in this issue of *Nation's Business*.

That's because our function is not to report the news of what has happened—you get plenty of that from radio, TV, the daily newspapers and weekly news-magazines. What we try to provide is "a useful look ahead" at the events and trends that will affect you in the future, as a businessman.

You may say: Why then don't you assess what President Ford's Administration will mean to me as a businessman?

We feel that we already have. Perhaps you recall our cover article back in March exploring pretty fully the then-Vice President's views on business issues.

Associate Editor Vernon Louviere spent a great deal of time with Mr. Ford and later presented him with the picture we used on our cover (see photo). Vern feels that few of the views we reported then have changed. That's one of the nice things about Mr. Ford. He's consistent.

Instead of looking backward, our cover article by Chief Justice Warren Burger suggests changes that need to be made in our court system to improve its efficiency in the future.

The Chief Justice has spearheaded some important changes during his term and is planning others, as he discusses in his article beginning on page 60.

Incidentally, obtaining appropriate pictures of the Chief Justice is not a simple matter. While he is gracious and cooperative, you don't just run around with a pocket camera and take snapshots in the solemn chambers and almost-cloistered offices at the Supreme Court.

The portrait on our cover and other fine photos with the article were taken by our art consultant, Yoichi

Okamoto, who is not only recognized as an outstanding craftsman, but also has an entrée with many of the highest officials dating back to his tenure as official photographer for the late President Johnson.

Another major feature this month is the voting record of all the Congressmen and Senators, as judged



by liberal and conservative organizations. You will note that these are not our judgments of your Congressman's record, but those of the organizations listed.

Perhaps the information will be useful to you in making your own judgments.

After all, the elections are only a couple of months away.

Jack Woodbridge



Is this company  
too small to get group insurance?



## Nope. Allstate's "Small Employer Group" is precisely for businesses like this.

Allstate is in the business of helping businesses provide for their insurance needs. And for some time now, we've been providing group health and group life plans for some of the biggest businesses around.

Now we're introducing a group health and life plan for companies with 3 to 25 employees. Perhaps like yours.

We call it our "Small Employer Group Insurance." And even if you already have some form of employee group insurance, you really ought to compare yours with ours.

Because a lot of the things we do for the biggest businesses, we can do for your business, too.

Like offering a broad selection of coverages. So you can tailor a plan that's right for your

business. A plan that can be 100% tax deductible.

And offering the simplicity of dealing with one agent, who represents the Allstate Group of companies. An arrangement that might just save you some money.

How can you find out if an Allstate "Small Employer Group" Plan is right for your business?

Call an Allstate Agent. He'll arrange for a proposal for your company. You select from the available plans, based on your company's needs and what you'd like to do for yourself and your employees.

You'll soon have the facts, costs, a complete picture.

The proposal is free. Take advantage of it. It could save you money.

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to businesses that qualify.

For a free booklet on Group Insurance for the Small Business owner, see an Allstate Agent near you.



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For nearly 40 years, we've been installing and servicing business communications systems through our nationwide network of local offices. (We're even the country's largest supplier of hospital communications systems where reliability can be a matter of life and death.)

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Just send us the coupon to find out how owning your own telephone interconnect system can improve business communications—and save you money—without sacrificing dependability.

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In Canada: 331 Bartlett Avenue, Toronto

## EXECUTIVE TRENDS

BY JOHN COSTELLO

Associate Editor

### Playing the interview game

You can tell these types without a program.

They turn up, says Robert H. Bloom, president, The Bloom Agency, Dallas, Texas, every time there are interviews for executive jobs. Here is the way he describes them, and some advice if the shoe fits you.

• **Mr. Really I'm Not Looking**—He's not interested in the job. But he did think it would be courteous to listen. That's what he says. Funny, he was the first guy to answer the ad.

*Forget it! Do you really think you're kidding anyone?*

• **The Hon. Where Was I**—He's left big gaps in his resumé. Like, from 1968 to 1970.

*Nothing shameful about getting canned, quitting or taking a sabbatical to loll on the sands of Samoa. But say so. Want a guy to think you did a stretch in the pen?*

• **Sir I Saved The Account**—Trouble is, there are too many knights of this Round Table. If an employer's in advertising, he'll hear a dozen guys put in claims to be the real author of ideas like "Things go better with . . ." or "Pick a pair of six-packs. . . ."

And ad men aren't the only ones who shoot the bull.

*Sure, you've hit some homers—and you've struck out, too. Show the real reel.*

• **Borrowed Pinstripe Esq.**—Really, he's right at home in love beads and Levi's. But he thinks a guy with more class is wanted.

*True, few firms hire hippies. But if you're the informal type, find one that does—or wear a set of plumes that aren't so obviously borrowed.*

These guys could be a Mrs., Miss or Ms., too, Mr. Bloom adds.

How does he know so much about the interview game?

"We've had to do a lot of recruiting in Dallas," the ad agency nabob explains. "I've learned a lot about people."

### Don't file and forget

That's Wall Street's advice today.

Things are happening fast, all over the world, the New York Stock Exchange reminds us.

Maybe you'd be smart, it says, to review your portfolio. Yesterday's go-go's could be tomorrow's cats and dogs.

In *Exchange*, its investor magazine, NYSE lists over 50 reasons for taking a hard look at stocks you own. Here are some of them:

- Significant change in price of stock.
- New management.
- Increased—or lowered—dividends.
- New competitive factors.
- New products.
- Merger or acquisition.
- New bond issue.
- Purchase or sale by institutions.
- Faster or slower growth rate.

NYSE's advice is quite a switch from yesterday's conventional wisdom. Then it was buy good stocks and just let 'em grow.

That was the acorn and oak theory.

But too many kings of the forest were struck by lightning.

### The Ivy League still leads

It's Fair Harvard, then Eli Yale.

Their alumni lead all others in the upper echelons of big business.

But executive suites are thickly peopled with other ex-Ivy Leaguers, too.

That's what Standard & Poor's Corp. finds.

Recently, it fed the background of some 60,000 top U.S. corporate executives into a computer. Then it



# The president of Diners Club offers this friendly wager to the president of American Express:

"I'll pay you a dollar for every establishment that honors American Express...if you'll pay me a dollar for every one that honors Diners Club."

("That's the fastest way I know of to make \$75,000!")

Actually, the outcome isn't really in doubt. The evidence is in the latest Diners Club and American Express directories. By direct comparison, Diners Club gives you credit at 75,000 more places around the world than American Express.

That can mean a lot to you when you travel. In Europe, Diners Club gives you credit at 30% more places than American Express. **Note: Guide Michelin**, world-renowned restaurant guide, gives its highest rating—3 stars—to just 16 restaurants in all of France. Of these, 11 honor Diners Club (8 exclusively) while only 3 honor American Express (none exclusively).

In Germany, Diners Club gives you over 50% more establishments than American Express. In the Caribbean: 50% more places in Aruba. More than twice as many in Barbados. More in St. Martin, Curacao,

Martinique and Trinidad, among others. In Asia, Africa and Latin America, you'll find Diners Club at 3 times as many places.

## The first executive card.

Needless to say, Diners Club is honored throughout the U.S.—where we originated the executive credit card.

Of course, you can make do with your American Express card alone. But not having Diners Club means having no credit at all in 75,000 places. It could mean passing up some very nice restaurants, shops and places to stay—unless you are prepared to carry a lot of cash.

That's why, even if you already have American Express, it would pay you to send in the application below. Right now, while it's still in your hands.

Dear Friend,

American Express recently announced an increase in the annual cost of their card from \$15 to \$20—a 33 1/3% increase.

As President of Diners Club, I want to assure you that—should you use this application to apply for membership now—upon its approval, you will receive a full year's membership at the same \$15 fee we've maintained for years. (And you may have additional cards for members of your company or family at the same \$7.50.)

Since Diners Club offers you 75,000 more establishments than American Express—and now costs you appreciably less—doesn't it make good sense to apply for membership now?

Sincerely,

*R. Newell Lusby*  
R. Newell Lusby



**DINERS CLUB**

Executive service is our business

To assure yourself of the \$15 rate, application must be received on this form by November 1, 1974



**DINERS CLUB**  
10 Columbus Circle, New York, N.Y. 10019  
(PLEASE PRINT ANSWERS TO ALL QUESTIONS)

20-58-993

FOR OFFICE USE ONLY

1. <input type="checkbox"/> Personal Account—mail bill to residence			<input type="checkbox"/> Personal Account—mail bill to office			<input type="checkbox"/> Company Account—mail bill to office		
2. <input type="checkbox"/> Mr. <input type="checkbox"/> Miss		First Name		Middle	Last	Date of Birth		Spouse (first name)
<input type="checkbox"/> Mrs. <input type="checkbox"/> Ms.						Month Day Year		
Home Address		Street		City	State	ZIP Code		
Years at Present Address	Own Home <input type="checkbox"/> Rent <input type="checkbox"/>	Telephone (include area code)		Number of Dependent Children		Social Security Number		
Previous Home Address		Street		City	State	ZIP Code		
3. Firm Name or Employer		Nature of Business		Position				
Address		Street		City	State	ZIP Code		
Telephone (include Area Code)	Years with firm	Annual Earnings \$		NOTE: If less than \$10,000, indicate unit and source of other income, and name and address of banker, broker or att'y who can confirm this.				
Amount and Source of other income								
Banker, Broker or Att'y	Firm	Address		City	State	ZIP Code		
Previous Employer (if employed by above less than 3 years) or College/University if Recent Graduate				Yrs. with firm or yr. graduated				
Name and Address of Personal Reference (not living with you)								
4. Name of Bank and Branch		City & State		Acct. Number				
Type of Account: <input type="checkbox"/> Checking <input type="checkbox"/> Savings <input type="checkbox"/> Loan								
Name of Bank and Branch		City & State		Acct. Number				
Type of Account: <input type="checkbox"/> Checking <input type="checkbox"/> Savings <input type="checkbox"/> Loan								
Department Store Accounts		Other Credit Accts:						
1. <input type="checkbox"/> American Express								
2. <input type="checkbox"/> Carte Blanche								
3. <input type="checkbox"/> Bank Americard								
4. <input type="checkbox"/> Master Charge								
5. <input type="checkbox"/> Other: _____								
Former Diners Club member? <input type="checkbox"/> Yes <input type="checkbox"/> No								

5. \$17 FEE: covers 12 months' membership from date card is issued at \$15 plus 1 year's subscription to Signature, the Diners Club Magazine, at \$2. Subscription optional. Indicate choice below. Do NOT enclose check—we will bill you later.  
☐ \$17 Fee (Includes Signature Magazine) ☐ \$15 Fee (Membership Only)

Applicant authorizes exchange of credit information, the issuance of credit cards as indicated and renewal and replacement thereof. Applicant agrees that each cardholder assumes joint and several responsibility for all charges with company applicant, if Company Account, or with primary applicant if Personal Account.

Send me an additional Diners Club Card at \$7.50 for a member of my firm/family.

First Name	Middle	Last	Signature of Add-on applicant	Relationship
Please send me _____ forms for additional cards for members of my firm/family.				



Signature of Company Officer for Authorization of Company Account Title



Signature of Individual Applicant

Date

HAVE YOU SIGNED THIS APPLICATION?



## Executive Trends *continued*

sifted out lots of data about them.

One question S&P asked was: Where did they go to college?

Of the 10 alma maters most frequently listed, six—Harvard, Yale, Pennsylvania, Princeton, Dartmouth and Cornell—are Ivy League. Here's how the top 10 rank and the number of their alumni who have made it big in business:

Harvard University, 2,536; Yale University, 2,012; New York University, 1,408; University of Pennsylvania, 1,338; Princeton University, 1,331; University of Michigan, 1,144; Dartmouth College, 928; Cornell University, 915; Massachusetts Institute of Technology, 909; University of Illinois, 890.

Whatever happened to: Go west, young man?

### Got a PR problem?

Who doesn't? asks public relations consultant Robert S. Mason.

For example, try some of these on for size:

- A new pricing policy that may

arouse the indignation of consumers.

- A design or package that also could make the public mad—or lead the feds to crack down.

- Financial reporting capable of causing euphoria—or panic—on Wall Street.

Trouble is, says the Cambridge, Mass., consultant, most companies don't see the making of decisions on such matters as public relations.

"More often than not," he writes in *Harvard Business Review*, "the chief executive officer would no more consult with PR about a major policy matter than ask his barber for stock investment advice."

To many, Mr. Mason adds, public relations is merely writing handouts or dolling up the annual report.

"That's a technician's job," he says, "and that's all some companies want. If so, they'd better make it clear to themselves—and to anyone they hire. They have simply assumed the public relations burden themselves."

His advice:

If you want a top-level executive to help shape decisions that affect your

many publics, hire one; and spell out this role in his job description. But if you want a technician, hire one, at half the price.

### Making America more honest

On a headstone in a Virginia graveyard is this inscription:

*Here lies Vera Bemish—  
For 20 years she preserved her  
virginity.  
A very good record  
For this vicinity.*

Unlike Vera, others are not setting records for virtue in any areas of the nation's social fabric, says Ivan Hill, president, American Viewpoint, Inc., Chapel Hill, N.C.

"Shocking breaches of ethical conduct appear from the board rooms of big business to the bargain basement of department stores," he states.

The result: Widespread suspicion that the man who makes a profit is a rip-off artist.

Mr. Hill has a three-point plan to remedy that state of affairs.

1. *Unmask dishonesty through mass media.*

"White collar crooks are getting away with more than some companies make," he says, "costing jobs, contributing to inflation. That's bad news."

Publicize it, he urges.

2. *Make ethics education more relevant.*

"The hustler is often the folk hero in today's culture," Mr. Hill notes.

Debunk him, he advises.

3. *Take ethical codes out of the picture frame.*

"It's not doing anybody any good just hanging on the wall," Mr. Hill states.

His advice is: Put ethics into practice.

Mr. Hill's program is spelled out in "How to Make America More Honest" (\$1.50).

"It may not be the final answer to bringing a new day to American economic and social life," says one booster of the book. "But at the very least, it's a substantial move in the right direction."

### STICK ON!



### SEE THRU!



Today's most popular personal calendar  
...is your best marketing investment.

#### Real advertising value

- An appreciated business gift... promotes customer goodwill all year long.
- Full-time reminder advertising... your ad seen every time your customer looks at his watch.
- Large imprint area for your ad message on each set, plus a color imprint on each monthly calendar.
- Great giveaway, door opener, business gift... easy and inexpensive to mail.
- Thousands of sets selling at \$1.00 retail... volume premium cost only pennies.

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#### Proven Popularity

- Monthly calendar sticker adheres directly to your watch crystal.
- Made of ultra-thin transparent plastic film... attractive and durable.
- Easy to apply—sticks at a touch, no mess, no fuss.
- Cleanly and easily removable for month-end replacement.
- Safer and more comfortable than metal watchband type.

*For free samples and pricing see your ad specialty man, call me at (408)241-8822, or write me on your letterhead.*

Kevin Bruce, Marketing Manager  
CRYSTAL-DATE Watch Calendar Co.  
3406 El Camino Real  
Santa Clara, Calif. 95051



# 10 ways to give your small business a fighting chance against inflation and other perils.

You want your business to be profitable, and so do we. To help, we've made a list of 10 essential things every small business owner needs to know about in these complicated times. Our thinking's free of charge, because we believe that helping you protect your financial future means better business for us both. Simply check the ones you'd like to hear more about and send this page, along with your name and address, to Phoenix Mutual, One American Row, Hartford, Conn. 06115.

**1.** Business valuation: If you haven't taken steps to establish a value for your business, there will come a time when the Internal Revenue Service will do it for you.

**2.** Accumulated earnings tax: This specialized 27.5% tax can really hurt a small business. If you don't know what it is or when it applies, you should.

**3.** Stock attribution rules: If you're in business with relatives, stock transactions can be complicated. A wrong move can destroy your plans.

**4.** Incorporation: It's surprising how many businesses that should be incorporated aren't. Incorporation could save you a lot of money.

**5.** Employee benefit and incentive plans: In today's marketplace, you have to compete with other companies. For employees. Without good benefit and incentive plans like pensions and profit sharing, you're not really competitive.

**6.** Tax shelters for you and key employees: Everyone talks about oil depletions and cattle ranches, but the more practical tax shelters are a lot closer to home.

**7.** Salary/wage continuation: In unsettled economic times, deferring compensation can provide current tax savings as well as protection against inflation.

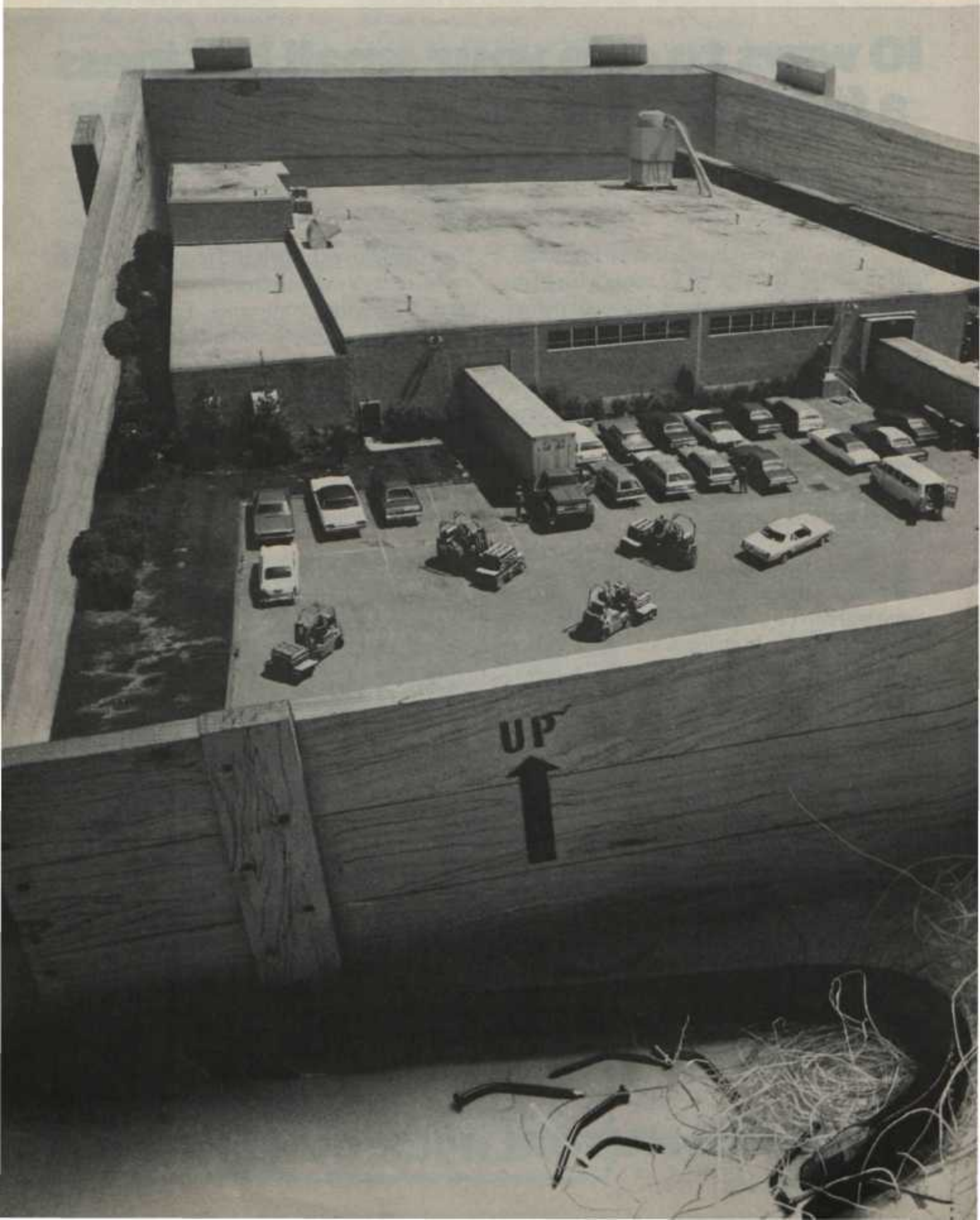
**8.** Disability protection, including overhead expenses: If you're suddenly disabled, certain business expenses will have to continue. You need protection.

**9.** Stock redemption plans: At least one personal tax bill can be picked up by your business. It's worth looking into.

**10.** Your personal estate conservation: Sometimes you can be so busy making your small business a success, you don't have the time or the energy to do the same with your personal financial planning.

**PHOENIX MUTUAL. PICK OUR BRAINS.**

**Continental Insurance can combine 8 major**





# business coverages into one neat little package.

It's called the One Policy (or "Comprehensive Business Policy").

And it's based on the idea that when you have a lot to carry, it's easier if you get a box.

It lets you combine all your different property, liability, and crime insurance policies into just one policy—with one company, one premium, and one expiration date.

And it works equally as well whatever your business is: accounting, banking, engineering, manufacturing, selling, shipping, warehousing—or whatever.

In fact, we custom-design our package to your specific company. So it gives you only the exact coverages you need. And it eliminates costly overlaps.

Best of all, our One Policy can save you up to 25% in premiums. (Sometimes even more.)

For complete information, call your Continental Insurance Agent. (He's in the Yellow Pages.)

Just tell him that starting today you no longer want to carry a lot of different policies with a lot of different companies with a lot of different premiums and a lot of different expiration dates.

Now one is enough.

**The One Policy**



**The  
Continental  
Insurance  
Companies**

Home Office: 80 Maiden Lane, New York, New York 10038





# 100 years of wheat

## *Santa Fe all the way*



Mennonite immigrants arriving at Peabody, Kansas in the Fall of 1874 on a special Santa Fe train. (Illustration courtesy of the Mennonite Weekly Review newspaper.)



Car with record-breaking BILLIONTH BUSHEL breaking banner as it moves from a Kansas wheat elevator on March 20, 1974.



The modern 100-ton jumbo covered hopper can be loaded with wheat in about twelve minutes and unloaded in less than three.



Trainload of jumbo covered hoppers, ideal cars for moving huge tonnages of grain and bulk fertilizer used throughout the wheat country.

Back in the 1870's when the Mennonites began their migration from Europe to America—*Santa Fe was there!*

A representative of the railroad traveled abroad in those early days to influence homeseekers to settle along the pioneer rail routes being built westward across Kansas. The Mennonites were seeking freedoms of a new country and liked what they learned about America.

Santa Fe helped with their transportation, even chartering a special ship for the Atlantic crossing.

Santa Fe built special housing facilities in the settlement areas of Kansas and sold land, much below actual values, to the new homeseekers.

Santa Fe moved supplies for the home builders at reduced prices, sometimes for free.

Developing this new land back in the 1870's was not without hardships for the early Mennonites or for Santa Fe's pioneer rail builders. At that time, hardly anyone realized that their efforts would be rewarded through a few sacks of wheat seed which thrived in Kansas and spread to help make mid-America the breadbasket of the World.

### **100 years of moving wheat**

Wheat is usually moved in a short period of time to meet harvest deadlines, export schedules and marketing requirements. These conditions make great demands on the railroads and it takes Santa Fe's modern facilities, an up-to-date car fleet and skillful employees to get the wheat job done year after year.

During the past century many things have been done to move wheat efficiently. Two examples stand out in Santa Fe's history:

(1) The giant 100-ton covered hopper car first introduced for moving wheat in 1963. Today, Santa Fe has 12,000 of these cars in service, the largest fleet in the rail industry, and 1,000 additional are now on order. Altogether these 13,000 hoppers have a capacity equivalent to approximately 21,000 conventional box cars.

(2) One of Santa Fe's greatest achievements in handling grain was completed earlier this year when we moved a record-breaking billion bushels, a total of 350,000 carloads, in just twenty months.

Those few sacks of seed of Turkey Red hard winter wheat carried to America by early Mennonite homeseekers started one of the greatest agricultural developments in the nation. It's a history the Santa Fe has been proud to be a part of the past 100 years—all the way!

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## The Good Word About America

Sixty years have passed since Pollyanna first played her Glad Game in the Eleanor H. Porter stories. In today's dark times, not many Pollyannas speak up. Now such a cheerful voice has emerged in the unlikely figure of William Proxmire, senior Senator from Wisconsin.

Last March the Senator launched a series of speeches—he had reached No. 21 at this writing—on "What Is Good About the Federal Government." By extension, because the federal government operates so pervasively on our lives, Sen. Proxmire has been led also to chronicle what is good about America. His list provides a convenient starting point for some observations that ought to be spread upon the record.

Those of us engaged in the news business are painfully aware that most of our business is bad business. In our own wing-shot fashion, we blast away at the bird of history as it flashes by; and we know, as Gibbon remarked, that history is mostly a register of the crimes, follies and misfortunes of mankind. Even in the best of times—and it has been quite a while since our country knew the best of times—we are compelled by the nature of news to report the wrongs and evils of society. For the past seven or eight years, through riots in our cities, violence on the campuses, war in Viet Nam, and inflation, recession and impeachment, the wrongs and evils of society have dominated the news.

There is nothing much an editor can do about these tidal flows of dismal news. So long as virtue remains more commonplace than vice, the nature of news will stay unchanged. It is not satisfactory. When we operate by the rough rule that good news is not news, a vast deal gets left out of our picture. It is as if Peter Lely, painting his portrait of Cromwell, had painted only the warts.

What Sen. Proxmire has tried to do is to fill in the rest of our picture. Alas, he has made no news: His first 21 speeches on "what is good" received not one line of coverage in the national press. Yet his main point is important, and has never been more important than it is in the bleak autumn of 1974: There is indeed much that is good about our national government, and much that is good in our nation.

Sen. Proxmire began his series on March 26. "We live in desperate times," he acknowledged, "but the truth of the matter is that in the last 15 years we have, without noticing it, made more impressive progress than at any time in our history."

The Senator spoke first of education. When he came to the Senate in 1957, spending on education amounted to 4.8 per cent of the gross national product. That figure has doubled now. In this same period, some astonishing gains have occurred in the number of Americans with four or more years of college.

Almost one out of five Americans under 29 now holds a college degree.

In his second speech Sen. Proxmire turned to women's rights. Granting that much remains to be done, the progress here has been nothing short of spectacular. The Equal Pay Act of 1963 and the Equal Employment Opportunity Act of 1972 are not perfectly effective, but they have accomplished gains that could not have been foreseen a couple of decades ago.

In subsequent speeches the Senator called attention to progress in civil rights and to gains in medical care. He had kind words for the role of the press, for environmental improvements, for consumer protection and for national defense. He looked to the farms, where family income has more than doubled in constant dollars over the past 13 years. The maligned federal bureaucracy, in Sen. Proxmire's view, deserves far more praise than criticism: The productivity of governmental agencies is measurably better than it used to be. Congress itself figures in "what's good" about America: Contrary to a widespread misimpression, the House and Senate are in fact moving toward reform and modernization of their procedures.

On July 24 the Wisconsin Senator looked at the economy: "There hasn't been a time since the great depression when there has been so much denunciation of the American



## The Good Word About America *continued*

economy. And there is plenty to denounce: Inflation is raging at a 12 per cent rate. Unemployment is too high. Interest rates are outrageous. . . .

"So what's good? The answer is plenty."

Over the past 17 years, the Senator went on to say, the average American family has gained by 40 per cent, despite inflation and taxes, in its purchasing power. The typical black family has done even better. In this period, the number of statistically poor families has dropped by a third. The economy has created 20 million new jobs, and "recent surveys show a surprisingly high level of job satisfaction among American workers." The median income of all U.S. families has passed \$12,000, and some 10 per cent of our families have incomes of more than \$25,000.

Sen. Proxmire, who is in fact no Pollyanna, was careful to recognize much in our country that is plainly not good, but his purpose was to take a positive view. (Here and there, as in his praise for Social Security, his enthusiasm swept him overboard.) Isn't it refreshing, this correspondent is bound to ask, to hear the good side?

I would add a few impressions of my own to the Senator's words.

The great strength of America, underlying all the "what's good," is simply this: her people. In our everyday preoccupation with the "what's bad," we tend to see only the crime, only the violence, only the poverty, only the ignorance. We foolishly suppose that American industry really is accurately characterized by shoddy products, rapacious repairmen, bloated capital and striking labor. Distressed by a few dead trees, we fail to comprehend the healthy forest.

My own observation of the American people, formed by a million miles of travel in the past decade, is greatly different. Our people are a *working* people. Yes, some of them are discontented and some of them are bored, but the remarkable truth is this: For most Americans, their deepest satisfactions come from the

work they are doing. To think of our people is to think of the housewife at her tasks, the truck driver at his wheel, the teacher in the classroom, the farmer in his fields.

In recent years it has become fashionable to ridicule the "work ethic" as some vestigial remnant of a Puritan past that ought to be discarded. A few far-out sociologists have heralded the prospect of a leisure-oriented society in which machines would work and men would play. Such a prospect is not a dream; it is a nightmare. Ours is a society of machinists, mechanics, typists, barbers, buyers and sellers; we are builders, boilermakers, bricklayers; we are miners, ranch hands, printers, writers, entertainers, short-order cooks, checkers of groceries and drillers for oil. And acknowledging, again, some inevitable degree of discontent, our people like it that way.

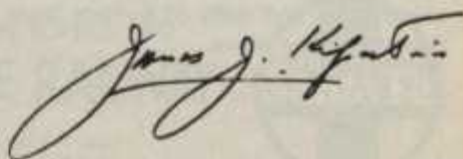
To the strength of our people, I would add the strength of our institutions. In August of 1974, we passed through a constitutional crisis. But this is the important thing: *We did pass through it.* In any catalog of "what's good about America," the greatness of our written Constitution must have a high rank. Out of the Constitution we draw guarantees of freedom and restraints upon power. This beautiful balancing of liberty and order seldom is appreciated fully. We tend to take this goodness for granted. Holmes once remarked that the common law is not to be regarded as some brooding omnipresence in the sky, but this is no bad phrase for the constitutional law that surrounds our homes, our courts, our governments and our press. The Constitution is always there.

Sen. Proxmire touched upon the notable gains that have occurred in our environment. His points are well taken: Great strides indeed are being made toward cleaning up the air we breathe and the water we drink. But I would speak of something more: the sheer beauty of America. It is an error, it seems to me, to become so obsessed with litter, or with slums or

with occasional scars across the land that we fail to take conscious delight in so much that is good around us. I am not thinking only of the rushing rivers, the rugged mountains and the awesome deserts of the West, or of New England in the autumn and Virginia in the spring. Some of the most amazing achievements are being recorded in the beautification of our cities. Have a look, sometime, at San Antonio or Savannah or Charleston. A spirit of renaissance is at work in such old cities as Philadelphia and Baltimore and Boston. How does urban planning play in Peoria? I was there the other day, and if Peoria can bring off the downtown restoration now proposed, those condescending snickers can stop.

Perhaps it is necessary, in the holy name of "balance," to add a couple of words. Yes, as Sen. Proxmire makes clear, America still has much ugliness. We have an estimated 23 million persons still living in poverty. Inflation presses cruelly upon families with fixed incomes. The number of divorces is rising and membership in churches is declining. Much of my own professional life, as a conservative critic, is spent in regretting trends that strike me as a negation of freedom of choice. We still have racism, crime and cruel denials of a fair chance. All this is true.

Yet we ought never to suppose that this is all there is. There are other resources, too—resources of patience, humor, tradition and willingness to abide by the rules of the game. For all its faults, this great and robust nation has a tremendous capacity for perceiving and overcoming error. By and large we are not sulkers, quitters or loafers. We may be the biggest bunch of bellyachers on earth and we may carry on like Cassandra compounded, but in the crunch we are unbeatable. Sen. Proxmire is right. What is good about our country is: our country.





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President  
REA Air Express

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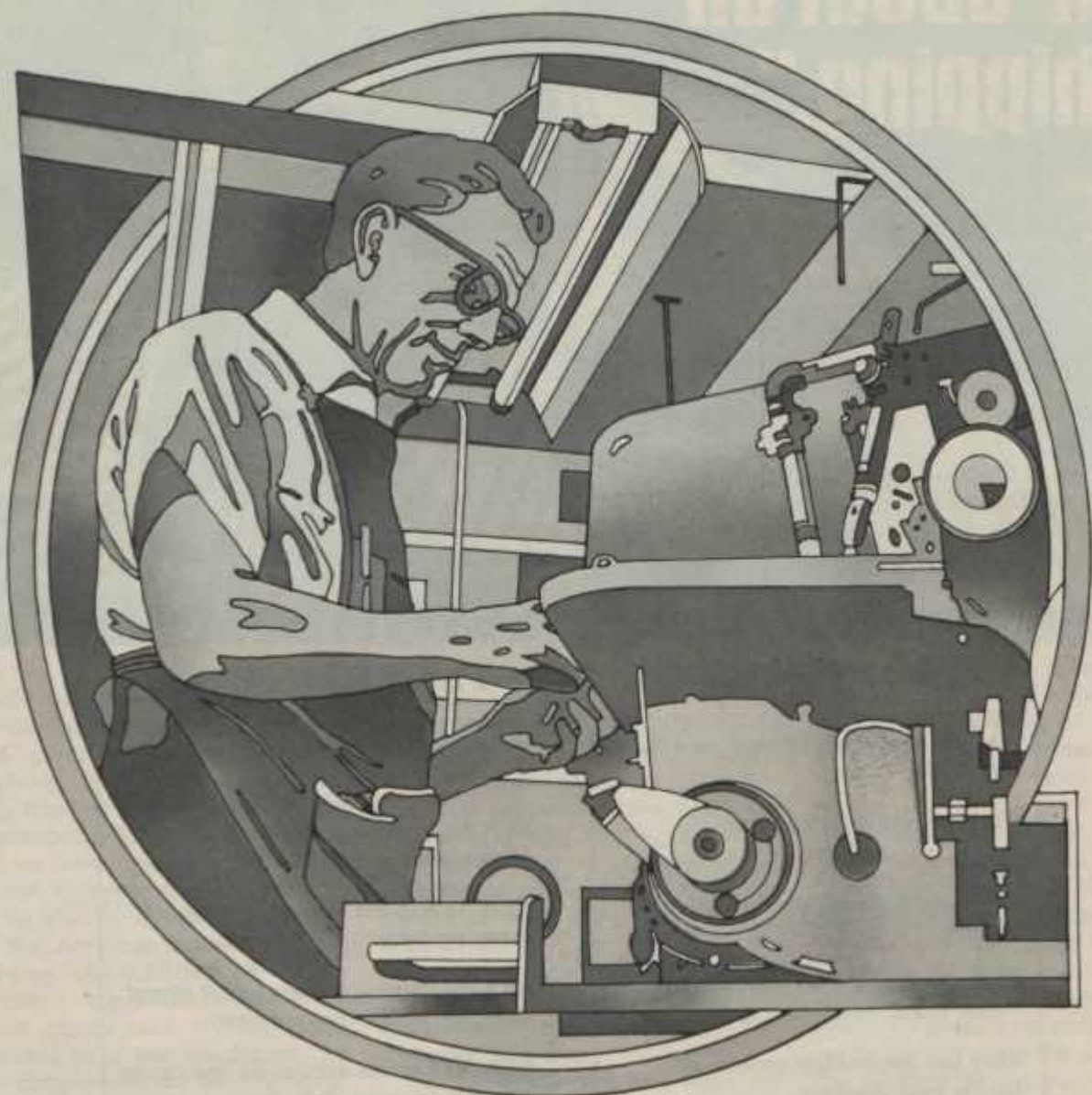
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## SOUND OFF TO THE EDITOR

# Should We Say Farewell to Mrs. and Miss?

Miss or Mrs. Madame or Mistress.

Over the years we have used them all, and nowadays we have a new one, Ms.

The title actually appeared in the early 1940s, as the World War II period saw women take enormous strides toward full equality with men in the United States. But its use has become widespread only in the last few years as further strides have brought women closer to the equality goal. More and more, it appears in correspondence. A number of publications now have a policy of using it as identification. And there is a popular magazine called *Ms.*

There is no legal requirement for

using Miss or Mrs., and a growing number of women apparently prefer Ms. because, like Mr., it does not divulge marital status. Why, women ask, should they be expected to identify their status with Miss or Mrs. while men do not with Mr.? Why, they ask, should society place so much emphasis on whether or not they're wed?

Another reason for preferring Ms.: In these days of increasingly common marriage breakups, a divorcee can turn to Ms. without having to choose between Miss or Mrs., neither of which is strictly accurate in her case.

Many businessmen prefer Ms. be-

cause in writing letters they do not have to determine beforehand if the addressee is a Mrs. or a Miss.

On the other hand many women want their marital status shown. They want to use Mrs. so the world will know they're married, or to use Miss so it will know they aren't. Some like the idea that the term Miss shows they are available for marriage.

Still another, and important, reason favoring the use of Mrs. and Miss is tradition. And, tradition is always a tough opponent.

So, what do you think of Ms.? Should it become the common form of address for women? Or shouldn't it?

Jack Wooldridge, Editor  
Nation's Business  
1615 H Street N.W.  
Washington, D.C. 20062

Should Ms. become the common form of address?

☐ Yes ☐ No

Comments:.....

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Name and title.....

(PLEASE PRINT)

Company.....

City.....



## No Clear Day or Night Viewing of Daylight Saving

"The whole idea is ridiculous," says R.K. McKinney, president, Anchor Publishing Co., San Angelo, Texas.

"I love it," says Keith E. Johnson, a management assistant at South



*Energy savings don't offset such drawbacks as the potential loss of life, says Robert G. Lynch, president, Sylvania Commercial Electronics Corp., Waltham, Mass.*

Central Bell Co., Birmingham, Ala.

They typify the strongly opposite stands *Nation's Business* readers took on the issue of year-round daylight saving time.

By a very narrow margin, those in the negative prevailed in response to the July "Sound Off to the Editor" question: "Should we stick to year-round daylight saving time?"

Congress put the nation on year-round daylight saving last January as a conservation measure to deal with the then severe energy crisis.

Passed with strong support, the time-change plan became highly controversial, and Congressional sentiment now favors four months of standard time, starting with the last Sunday in October (standard time was in effect for six months until this year).

R.A. Kittrell Jr., president, Southern Arms Co., Inc., Greenville, S.C., has this appraisal of the shift of an hour of daylight from early morning to afternoon during the winter:

"Purpose vs. accomplishment: Minimal.

"Confusion and aggravation: Total."

Others agree that energy savings were slight, if not nonexistent, and more problems were created than solved.

Having to send children off to school during the darkness is the concern expressed most frequently by those favoring a return to standard time in the winter.

Recalling his experience last winter, William R. Black, president, Chappell Door Co., Washington Court House, Ohio says: "I stopped using streets where schoolchildren waited for their buses. They could see my headlights a long way off, but paid no attention."

C.S. Beach, division manager for The Connecticut Light and Power Co., Waterbury, Conn., disagrees: "In my experience, there is no additional exposure to children in the predawn darkness vs. the late-afternoon darkness in the wintertime.

"As a matter of fact, I feel that drivers at the beginning of the day are much more alert."

G.L. Boyle, president, Hollywood Brands, Centralia, Ill., says: "Most people like the extra daylight at the end of the working day, when they can enjoy it."

C.G. Schneider, vice president, Ford, Bacon & Davis, Inc., a New York City engineering firm, is among the many who favor the daylight-time plan because it gets them home before dark.

"I have a long commuting time—two hours," he writes, "and I'd much rather start the day in the dark and



*The time change gives people more chance to enjoy the outdoors, writes H. Victor*

*Grohmann, chairman, Needham & Grohmann, Inc., of New York, N.Y.*

gain the chance of arriving home in daylight most of the year. This eliminates that feeling of locked-in impending doom—that the whole day is

gone and all you have done is work."

T.M. Mayhew, president, The Western Insurance Cos., Ft. Scott, Kans., polled 770 home office employees on the question. Most responded, and the outcome, like that among *Nation's Business* readers, was close. Unlike in the larger poll, however, the Yesses had it (360 to 270).

Among the most outspoken opponents of the time change were executives of construction companies and others engaging in outdoor activity.

Robert M. Borst, president of the Fisher Tank Co., Chester, Pa., sees "a direct conflict" between the law mandating daylight saving time and



*Roy Dunlap, president, Dunlap & Associates, Killeen, Texas, engineers, says his survey crews "appreciate the extra time in the afternoon."*

the Occupational Safety and Health Act: "There is no practical way to make a construction project safe when the men start to work in the dark."

Loren R. Maxey, president, Maxey Manufacturing Co., Ft. Collins, Colo., which makes and sells truck hoists, trailers, truck beds, bodies and other equipment, says much of his company's work is done outdoors on a 7 a.m.-5 p.m. schedule.

"During the winter months," he says, "it is more difficult to get the men to work outside for that hour or so in the morning until the temperature warms up."

He adds: "Possibly too many of our laws have been written and passed by people who don't go to work until the middle of the morning and then spend most of their time in offices without windows."



# How to form your own corporation without a lawyer for under \$50<sup>00</sup>

By Ted Nicholas

HOW  
TO FORM  
YOUR OWN  
CORPORATION  
WITHOUT  
A LAWYER  
FOR UNDER  
\$50<sup>00</sup>



You may have considered incorporating. I'm sure you want to accomplish this in the most economical way. You may already be in business and are looking for ways to save tax dollars or limit personal liability.

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You'll learn of the many benefits of incorporating either an existing business or one that is planned.

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**The many personal tax benefits of incorporating.**

**How you can incorporate without any capital requirement with zero capital.**

**How a corporation limits the personal liability for the owner(s) of a business, to the investment in the corporation. (Except for taxes)**

**How to actually form a corporation step by step.** Included are instructions on completing the forms.

**How to own and operate a corporation anonymously if desired.** This assures maximum privacy.

**How to form a non profit corporation.** How to utilize tax "gimmicks" to personal advantage.

**Find out why lawyers charge huge fees for incorporating services** even when often times they prefer not to.

**Learn how and why you can legally incorporate without the services of a lawyer.** There is a fallacy in that most people feel it is necessary to have a lawyer to incorporate.

**How to form an "open" or "close" corporation and the difference between them.** Report contains tear out forms.

**Sub Chapter S Corporations.** What they are. How to set one up. How to operate a business as a corporation, yet be taxed on individual tax rates if more advantageous.

**Learn about the many dangers and hazards of not incorporating** partnerships and proprietorships.

**What a Registered Agent is.** How assistance is provided to individuals who incorporate. The most economical company to use. A complete section on this.

**How to cut out all fees of the "middle man" normally involved in forming a corporation.**

## READERS' COMMENTS - From Unsolicited Letters In Our Files:

"Thank you for the kindness you have rendered me."

- W. W. B., Terre Haute, Indiana

"Reread important parts again... worth many times purchase price."

- J. J., Sunbury, Pennsylvania

"Your book... was excellent! We intend to incorporate within the next few days." - C. B., Lindhurst, N.Y.

"Thank you for writing a book like this. People like myself need it."

- W. B., Grandview, Idaho

"Just want to say thanks... Received my copy... am very happy with it."

- D. J., Houston, Texas

"Outstanding and eye-opening book." - T. J. T., Alexandria, Va.

"Got to admit you've done a superb job... my compliments."

- A. W. B., Ararat, N.C.

"Well written... informative... astounded at rapidity."

- P. B., San Francisco, Ca.

"Book... is tops... would recommend it to others."

- R. H. W., Carpinteria, Ca.

## REVIEWERS' COMMENTS

"Handy book... Describes in laymen's terms how to proceed... Old

American spirit lives." - San Francisco Chronicle

"Tells how to incorporate... without capital... limits personal liability."

- New England Business Journal

"Anyone thinking of incorporating... should not skip any pages."

- Sacramento Bee

"My attorney, Ralph Benson, is boasting book." - Book Ends 'n' Odds

"Step by step instructional manual" - Los Angeles Herald Examiner

"One attorney who read it said he'd like his secretary to use it for quick reference." - Delaware Today

"Even for one-man business with little or no capital" - Home Office Report

"Solid piece of work" - Corporation Dept. official

"For those tired of paying what can amount to thousands in legal fees.

One of best 'How to' books we have seen." - Corporate Finance Newsletter

**How a "professional" can benefit from incorporating.**

**How to save from \$300 to over \$1,000 in the formation of the corporation alone!**

**What a "foreign" corporation is.** A State by State list of the filing fees involved in registering a "foreign" corporation.

**Learn how a corporation can sell its stock to raise capital at any time.**

**How a single individual can be President, Secretary and Treasurer.**

There is no need to have anyone involved except a single stockholder although, of course, as many as desired can be included.

**How to arrange for any stock sold to an investor in a corporation to be tax deductible to the investor's personal income in the event of loss.** This makes the sale of stock in a corporation far more attractive to an investor.

**An outline of the many situations where an individual would benefit by incorporating.**

**How to legally incorporate and sell stock in a corporation without "registering" the stock.**

**What par and no-par value stock is and which is the most practical.**

**How an existing, unincorporated business anywhere in the United States can benefit by incorporating.** Also included are the steps to take after incorporating.

**The reasons why** 3/4 of the corporations listed on the American and New York Stock Exchanges incorporate in Delaware—the State most friendly to corporations—and how you can have the same benefits as the largest corporations in America.

**What to do if you are already incorporated in another state and want to take advantage of incorporating in Delaware, without ever visiting the State.**

**Learn why many "side" businesses and investments should be separately incorporated.**

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Mr. Nicholas has been to the White House to personally meet with the President of the United States after being selected as one of the outstanding businessmen in the Nation. \*Lyndon B. Johnson 1964

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• Re "Will the Power Go Off This Winter?" [June].

I would like to give readers of NATION'S BUSINESS some rather hard facts.

There are 84.9 million people employed in this country and I believe that every single one of those jobs is in some way dependent on electric energy. And 46 per cent of the electricity generated in America is produced from coal.

Under air-quality regulations scheduled to take effect next July 1, the amount of coal that can legally be used for generating electricity will be reduced by 243 million tons which do not meet the new ceilings on sulfur content. That total will increase to 254 million tons by 1977, and projections for 1980 put it at 275 million tons.

There is simply not enough petroleum, gas, nuclear generating capacity or low-sulfur coal to substitute for the loss of such large tonnages.

This means that, as of next July,

30 per cent of the electricity now available will not be generated because the coal that makes it possible is moderately too high in sulfur, a substance which has not been scientifically proven to have an adverse effect on health in the quantities dispersed from power plants.

I am not advocating that we change our course from a policy of cleaning up the atmosphere, but I do believe that a sound, sane program be developed to meet the clean air goals. By that definition, the laws on the books today are insane, truly unbelievable and quite unacceptable.

The question is how we can get this message across to the American public so that they, in turn, can pressure their representatives and the Administration to come to their senses.

A program under way at my company might be a model.

We will provide interested stockholders with factual information on matters affecting their own company

in particular and the free enterprise system in general. This information will be in a form they can use to contact their Congressmen and state representatives by letter, telephone call or personal visit.

Business needs a grass-roots constituency to speak for it. American business will be derelict if it doesn't mobilize America's 34 million stockholders on its—and their—behalf.

If we could get even 5 per cent of the stockholders in America to tell Congress their thoughts regarding business and the other matters I have discussed, it must certainly have some bearing on Congressional action.

HERBERT S. RICHEY  
President  
The Valley Camp Coal Co.  
Cleveland, Ohio

#### Straight talk and hot air

• Your July issue was excellent. First, James J. Kilpatrick warns us in "The Highfalutin and the Mighty" that we need more straight talk from leaders in business. Then, in straight and clear words, Robert F. Froehle does just that in "Should You Take That Job in Washington?"

My thanks to them both.

DR. CYRUS J. STOW  
Conyers, Ga.

• You are to be complimented on James J. Kilpatrick's monthly commentaries. I find his thoughts and his style to be a breath of fresh air in an atmosphere heavily clouded by heated gusts of journalistic pomp.

PAUL R. GOODMAN  
Assistant Treasurer  
American Institute of Mining,  
Metallurgical and Petroleum Engineers  
New York, N.Y.

#### Making matters worse

• I agree with your editorial, "Let's Veto It" [June], that electing the veto-proof Congress sought by organized labor would upset the system of checks and balances set up by our Constitution.

That system was intended to eliminate the chance of one branch of government becoming more powerful than the others. The last six Presidents have drastically increased the power of the President beyond the powers given in the Constitution. In-



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# We think small orders deserve great service, too

creasing the Legislative branch's powers with a veto-proof Congress would only cause more problems.

**ROBERT C. MOORE**  
Manager  
Orkin Exterminating Co.  
Salisbury, Md.

## Not a bureaucrat's business

• I don't doubt that it is generally unwise and often futile to pay off kidnapers. But those who urge that ransom be forbidden by law ["Sound Off Response," July] have missed the point.

What moral difference in principle is there between the extortionist and the person who would visit governmental power upon me if I do not do his bidding? If someone I love is kidnaped, the decision as to how to respond, an agonizing decision, is mine and my family's to make. It certainly is not a decision for an army of bureaucrats.

The idea that all social problems are amenable to law has no place in a libertarian society, and to suggest that a man be forbidden by law to attempt to save a life through any peaceful means, including the payment of ransom, is grotesque.

**ROBERT P. BAKER**  
Attorney at Law  
Sarasota, Fla.

## Punishing the producers

• Despite the continuing energy crisis, the only action by Congress has been punitive action against the oil industry.

The depletion allowance is economically vital to landowners, including farmers who own the minerals under their land, and independent oilmen, as well as to the major oil companies. Congress should leave the allowance as it is and pass other measures to encourage exploration and production.

**EARNEST HOBerecht**  
President  
Hiline County Abstract Co., Inc.  
Wadonga, Ohio.

## Make it "business persons"?

• A sore spot with me is the constant reference, in articles, to executives as "businessmen." What about those of us who are both executives and women?

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Owner  
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## WHAT READERS WANT TO KNOW

**Is it true that Congress never succeeded in overriding any veto of a bill by President Washington?**

Not only of Washington but of Presidents Madison, Monroe, Jackson, Polk, Buchanan, Lincoln, McKinley, Harding, Kennedy and Lyndon Johnson as well.

Interestingly, President Andrew Johnson holds the record for the most regular vetoes overridden, 15 of 21. President Truman is next with 12 of 180.

Seven Presidents never used the veto: John Adams, Jefferson, John Quincy Adams, William Henry Harrison, Taylor, Fillmore and Garfield. They were not necessarily opposed to the veto principle; they simply found no justification for using it.

**What has become of Leonard Hall, President Eisenhower's Republican national chairman?**

Mr. Hall, who served as G.O.P. chieftain from 1953 to 1957, is practicing law. He is associated with two law firms, one in New York, N.Y., and the other in Washington, D.C.

Now 73, he recently told an interviewer: "I retired from active politics the day after President Eisenhower's second inauguration in 1957, but I don't think I'll ever retire from practicing law. I miss politics, but when it ceased to be fun, I got out. Now I'm involved on the fringes, but I leave the hard work to the young."

**Is it true members of Congress don't pay Social Security taxes?**

Yes, but they also don't receive Social Security benefits. That is, unless they have paid Social Security taxes by virtue of some other form of employment.

Congressmen and Senators are covered by Civil Service retirement into which they pay 8 per cent of their \$42,500 salaries. Employees of the Executive branch also are covered by Civil Service retirement but they pay only 7 per cent of their salaries into this special fund.

There is a slightly different arrangement for staff employees of Congress, who pay 7½ per cent.

**I'm confused. Is it true President Ford can run for only one full term in his own right?**

You are understandably confused. Many Americans, including a leading commentator seen on TV the night President Nixon resigned, think Mr. Ford can run for two full terms because that is the limitation placed on the Presidency by the Twenty-Second Amendment to the Constitution. This would have been possible only if Mr. Ford had stepped up on or after Jan. 20, 1975.

Here's the exact language of the two-term amendment as it applies to President Ford:

"No person shall be elected to the office of the President more than twice, and no person who has held the office of President, or acted as President, for more than two years of a term to which some other person was elected President shall be elected to the office of the President more than once."

**How many female veterans of the armed services are there in the United States?**

About 551,000 and they comprise 1.9 per cent of the veteran population. Of this number, 103,000 are Viet Nam era veterans.

The total includes 303,000 World War II veterans, 74,000 from the Korean War, 14,000 from World War I and the Spanish-American War and 57,000 who were in service between the end of the Korean War and the beginning of the Viet Nam War.

Other statistics concerning women veterans: About 494,000 served during wartime, 426,000 are married and 55,000 are heads of households. The largest group (128,000) is in the 50- to 54-year age bracket.

**What has Congress done to protect its members and employees since a**

**bomb went off in the Capitol in 1971 and five Congressmen were wounded in a wild shoot-out in the House in 1954?**

Not much has been written about it, but a \$5 million "fail-safe" security system is being installed on Capitol Hill and should be fully operative in a few months.

Among other things, numerous X-ray machines, disguised as large desks, are being installed at key entrances to the Capitol and the five House and Senate office buildings. Visitors' packages and briefcases that visitors carry will be inspected for bombs and weapons without their knowledge.

Closed-circuit TV monitors will survey all hallways and corridors at all hours of the day. Another detection system will pick up all kinds of motion in unpatrolled areas, such as underground garages.

Security officials aren't saying much about it, but still another system will detect any entry or exit at various buildings via locked doors, windows, air shafts or other remote and isolated areas not covered by TV surveillance cameras.

**Whatever happened to the "Paperwork Burden Relief Act"?**

It's still pending in both houses of Congress. If enacted, it would force the government to make a survey of the some 9,000 federal report forms to determine which ones are outmoded, duplicative, unnecessary or place too much of a burden on the small businessman.

Such a move, of course, is long overdue. The National Association of Public Accountants reports that these federal report forms add up to 10 billion sheets of paper a year and cost business \$18 billion to complete.

Cutting down on the "paperwork jungle" can be achieved, as has been proved by the Small Business Administration. It discovered recently it could make 22 forms do the work that 66 had been doing.



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## What's Up Front Isn't All That Counts

The first things that come to mind about employee costs are wages and salaries—but you have another think coming

In common with much of the Midwest, Wheaton, Ill., heats up in the dog days. This summer, it often sweltered through 90-degree weather. On one scorcher, the thermometer hit 99.

Like other residents of the Chicago suburb, a Sears Roebuck & Co. executive recently bought a new air-conditioner.

"It's a 14,000-BTU, high-efficiency model," he says. "We put it in the downstairs dining room to replace an older, smaller one we moved upstairs."

The appliance's price tag was \$326. But because it was Sears merchandise, bought at a Sears store, the thrifty executive got a 10 per cent employee discount.

"That's \$32.60 off," he says. "I was glad to get it."

His discount is just one of a growing list of benefits, above their pay, that businesses extend to employees.

This year, it's estimated, extra benefits will average more than \$65 a week for each worker. All told, employers will pay more than \$230 billion in 1974 for sick leave, vacations, insurance and other amenities.

The size and nature of these benefits are analyzed in a new study of 742 manufacturing and nonmanufacturing firms, conducted by the Chamber of Commerce of the United

States. This is the fourteenth biennial study by the Chamber, which has traced the growth of extra benefits since 1947.

Employers' bills for benefits are growing far faster than payrolls. In 1973, extra benefits cost employers 126 per cent more than in 1963; wages and salaries increased 77 per cent.

Firms spent an average per employee of \$62.12 a week for extra benefits last year, compared to \$27.52 in 1963. But the cost varies widely from firm to firm. Twenty-three companies say their cost per employee is less than \$25 a week; 24 say theirs exceeds \$100.

Employee perquisites come in many forms.

Take U.S. scheduled airlines. Customarily, they offer some form of travel privileges to their employees.

This summer, for example, William C. Johnson took his family on a trip to Hawaii. He's a 32-year veteran with United Air Lines, employed as a reservations sales agent in Washington, D.C.

He, his wife, Louise, and four children flew to San Francisco, stayed two days, then flew to Hawaii. After eight days in Maui and Oahu, they returned home, stopping three days in Seattle to visit a married daughter. Coach fare for a trip like that is

about \$3,530, including tax. For Bill Johnson and his family, traveling on a space available basis, the cost was \$186.

Most benefits are less glamorous, perhaps, than bargain basement opportunities to visit Hawaii.

The two principal types of benefits are:

- Nonwage payments for pensions, insurance premiums, Social Security taxes, unemployment and workmen's compensation, profit-sharing, etc.

Average per employee—\$37.98 a week last year.

- Wages paid for time not worked, including vacations, holidays, sick leave and rest periods.

Average per employee—\$24.14 a week.

Social Security taxes have skyrocketed. The maximum per employee was \$174 in 1963, but \$631.80 in 1973 and \$772.20 in 1974. Even bigger hikes are scheduled for future years.

Starting in 1975, Social Security benefits will increase automatically as the cost of living rises. The taxable wage base also will automatically increase. In 1978, it's estimated, the taxable wage base will be \$18,000 and the maximum tax paid by employers will be \$1,089. Employees, of course, pay a matching amount.

Private pensions were the next





most expensive employee benefit. Range: From \$17.04 per employee per week for the petroleum industry and \$16.54 for public utilities last year to \$3.75 for the wholesale and retail trade exclusive of department stores and \$3.42 for department stores.

Paid vacations averaged 12 days a year for all industry in 1973. Range: From 18 days for the petroleum industry and 14 each for the chemical industry and public utilities to eight days for the textile industry and wholesale and retail trade.

Coffee breaks, rest periods, wash-up time and other on-the-job time paid for—but not worked—averaged 84 minutes a week last year.

That's up from 65 minutes, a decade earlier.

Paid holidays averaged 7.5 days a year. Range: From nine days for the insurance industry and eight for banks and the transportation equipment industry to five for department stores, wholesale and retail trade and the textile industry.

Some of the benefits mentioned above (or listed in the table on this page) are given by only a small percentage of all employers surveyed. So such employers' costs for these benefits are substantially higher than the averages cited.

—FRED D. LINDSEY

"Employee Benefits 1973," a 32-page report, may be purchased from the Chamber of Commerce of the United States, Washington, D.C. 20062, for \$3 a copy. Reprints of this article may be obtained from Nation's Business, 1615 H St. N.W., Washington, D.C. 20062. Price: One to 49 copies, 50 cents each; 50 to 99, 40 cents each; 100 to 999, 30 cents each; 1,000 or more, 20 cents each. Please enclose remittance with order.

## WEEKLY EXTRA BENEFIT COSTS BY INDUSTRY—1973

	Per Employee Per Week
ALL INDUSTRIES.....	\$62.12
MANUFACTURERS:	
Petroleum.....	81.88
Chemicals and allied products.....	71.56
Transportation equipment.....	67.12
Primary metal.....	65.29
Machinery (excluding electrical).....	63.02
Fabricated metal products (excluding machinery and transportation equipment).....	62.33
Rubber, leather and plastic products.....	60.02
Stone, clay and glass products.....	58.83
Food, beverages and tobacco.....	58.15
Instruments and miscellaneous products.....	57.98
Electrical machinery, equipment and supplies..	55.38
Printing and publishing.....	54.87
Pulp, paper, lumber and furniture.....	53.73
Textile products and apparel.....	35.27
NONMANUFACTURING:	
Public utilities.....	75.33
Banks, finance and trust companies.....	64.31
Miscellaneous industries (mining, transportation, research, warehousing, etc.).....	61.38
Insurance companies.....	61.33
Wholesale and retail trade (excluding depart- ment stores).....	45.10
Department stores.....	37.79

## WEEKLY EXTRA BENEFIT COSTS, PER EMPLOYEE

	1973	1963	Per Cent Change
Social Security taxes.....	\$ 10.13	\$ 3.23	+214
Private pensions (nongovernment).....	9.67	4.19	+131
Paid vacations.....	8.96	4.62	+ 94
Insurance (life, sickness, accident, hospitalization, etc.).....	8.79	3.12	+182
Paid rest periods, lunch periods, wash-up time, etc.....	6.56	2.90	+126
Paid holidays.....	5.67	2.79	+103
Unemployment compensation taxes.....	2.25	1.83	+ 23
Profit-sharing payments.....	2.15	0.96	+124
Paid sick leave.....	2.12	0.75	+183
Workmen's compensation.....	1.77	0.87	+103
Christmas or other special bonuses.....	0.71	0.54	+ 31
Contribution to employee thrift plans.....	0.42	0.10	+320
Employee meals furnished free....	0.42	0.33	+ 27
Discounts on goods and services purchased from company by em- ployees.....	0.29	0.21	+ 38
Other employee benefits.....	2.21	1.08	+105
TOTAL EMPLOYEE BENEFITS...	\$ 62.12	\$ 27.52	+126
AVERAGE WEEKLY EARNINGS..	\$189.96	\$107.52	+ 77



# TWO BUSINESSMEN TELL: Why

Drew Lewis, of Pennsylvania, and Jim Schaben, of Iowa, live half a continent apart and in some respects the differences in their backgrounds appear equally vast.

Mr. Lewis, 42, is a Philadelphia-based executive who climbed the ladder rapidly at major corporations after earning a bachelor's degree in economics at Haverford College and an M.B.A. at Harvard. Mr. Schaben, 48, attended the Reppert Auctioneering School in Indiana, then returned to his home ground in western Iowa and started a highly successful livestock auction business in the small town of Dunlap.

Despite the differences in their pasts, their presents

have something unusual in common. Along with several other Americans, they are running for Governor of their states.

Drew Lewis, a Republican, and Jim Schaben, a Democrat, each believes his business experience can add an extra ingredient of effectiveness to the job of being a state chief executive.

Mr. Lewis' business career began with a construction firm. He then shifted to American Olean Tile Co., later becoming vice president and assistant to the chairman of its parent company, National Gypsum, in Buffalo, N.Y.

Also, he's been president, chief executive officer and

*my. ant  
9.9.74*

PHOTO: WERNER WOLFF—BLACK STAR



## By Drew Lewis

Republican Candidate for  
Governor of Pennsylvania

I have been extremely fortunate in my lifetime—fortunate in terms of my family and in terms of financial success—and I have what I guess you could call a contribution complex.

It makes me want to contribute something to my state and its people.

I have a very deep personal commitment to try to do that by serving in public office. And I feel I can be an effective Governor.

While I have been a very active volunteer on various political committees for the past 14 years, I am a newcomer as far as running for elective office is concerned. I am coming in with a clean slate, as a new face, and I think this is very important in 1974 because people now are turned off on politics.

When I walk up to people on the street and introduce myself as a candidate for office, they sometimes turn to me and say: "You must be a



# I'm in Politics

board chairman of Simplex Wire & Cable Co., now of Newington, N.H., and president and chief executive officer of Snelling & Snelling, Inc., one of the world's largest employment services, which is headquartered in Paoli, Pa.

He gave up the post of chief executive officer of Snelling & Snelling when he began campaigning, remaining as president "in name only" while working full-time on the election.

Drew Lewis made his entry into politics as a Republican committeeman in his home county of Montgomery, and wound up as chairman of the state finance committee.

Jim Schaben (he almost never uses his given name, James) entered politics eight years ago, running for state senator as a Democrat in a predominately Republican area. He is now minority leader in the Iowa Senate and a member of the executive and governmental relations committees of the Council of State Governments, a national organization of state officials.

His business, Dunlap Livestock, already one of the largest of its kind in the area, is undergoing a major expansion.

Here, these businessmen tell why they are running, what concerns them and what they would hope to achieve if elected.

## By Jim Schaben

Democratic Candidate for  
Governor of Iowa

For a long time, while running my business, I had an interest in government and watched it closely. I saw some things I didn't like.

I was particularly distressed by the attitude that many government officials had.

Government officials with whom I came in contact were often very arrogant, very self-important. When you're struggling to make a business succeed, it isn't easy to stand there and listen to somebody like that who doesn't know what he's talking about. I didn't like it, and I got into politics because that was one of the things I wanted to change.

After eight years in the state Senate, I am more convinced than ever that government is in many respects too insensitive to the problems of the average person.

I still would like to be a part of  
*continued on page 33*





## Why I'm in Politics: Lewis *continued*



*Drew Lewis is aided by his wife as he takes his campaign to the people.*

crook." That's how deeply people feel. And the feeling is not aimed just at Republicans but at both parties, at all levels of government. People have lost confidence in government. This obviously has been a fallout of Watergate—at least it was, originally—but there is more to it than that.

The political overpromise that has been building up, the selling of the idea that government can solve everybody's problems, is also a big factor in this disenchantment.

People aren't buying that kind of overpromise anymore. They would rather hear it like it is, and they want a different, more open kind of government.

My belief that I can help bring about this open kind of government was a factor in my decision to run. Until you permit people to see exactly what is happening inside their government—local, state and national—you are not going to get their confidence back.

But that confidence may be restored, in a positive fallout from the Watergate situation. A higher caliber of people are going to be running for public office—people who are more concerned with providing good government. At the same time, voters are going to be more selective in choosing people to represent them—and then they are going to be more observant and more critical of them.

As part of that selection process, people frequently ask me why a man who has had some success in business thinks he can simply transfer to a public office and do as well.

### **Formula for success**

He can if he makes the shift with the full realization that, while there may be similarities in the administration of a government and a business, he has to understand politics and how the political system works.

When I say that I'm running as a newcomer to elective politics, I'm not

trying to say that I am not a politician. I have been connected with politics for a long time in many capacities. I have an understanding of its workings.

If you have that understanding, along with administrative ability and the ability to surround yourself with good people, you can be a success in public office.

Any success I've had in business has, to a certain degree, been due to an ability to accomplish things by getting everybody going in the same direction. It wasn't necessarily that I was the smartest person—I had people working with me who were a lot smarter. But if you can mold your people into a team that functions as a unit with the same goals, you are successful.

I think the same is true in government—to repeat, you need a combination of administrative ability, a knowledge of how politics works, and good people around you.

There are a number of things I hope to accomplish as Governor.

I want to improve services. At the same time, I want to cut the costs of government—or at least stop the escalation of costs—because that is what is just killing people.

There has been an astronomic increase in the costs of government without improvement in services.

### **In the middle**

The person who is really getting stuck because of this—both in Pennsylvania and all over America—is the middle-income guy. He is not economically disadvantaged and he is not wealthy. He pays his bills, he pays his taxes, but he can't get scholarships or loans so he can send his kids to college because he is making too much money by some standards.

He's the one I have in mind when I talk about doing all I can to reduce the cost of government.

Another area in which I feel I can make a contribution is attracting the new business that will bring the job opportunities we need. One of the answers is going to be offering tax incentives that will encourage employers to locate plants in areas of high unemployment.

I understand enough of what business is looking for in the way of new



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## Why I'm in Politics: Lewis *continued*

sites that I can talk to businessmen and convince them that ours is the state to be in.

Speaking of unemployment, I want to mention an important issue: A move to make strikers eligible for unemployment compensation in Pennsylvania.

I support unemployment compensation. It is an extremely important feature of government. But there is no excuse, in my judgment, for paying it to strikers. If a man is out of work because his employer cannot get parts as a result of a strike at another plant, that man should be entitled to unemployment compensation. However, I don't think it was ever intended that these benefits be paid directly to people who are out on strike against the employer who is paying the full cost of those benefits.

There's no way any business in its right mind is going to move to Pennsylvania if that's on the horizon, and the issue is a big one in the state this year.

### Where the computer fails

Another goal I have in running for office is to strengthen local control of government.

I recognize that in some matters you have to have regional planning—in transportation, and environmental controls, for example—but I think there has been too much centralization of government on both the state and national levels. Everything is on a computer. You have all the same people you had before, plus the computer, but you have nobody who knows what's going on out in the local areas.

A highway department computer specifies what highway to repair but the guy out in the country hasn't ever heard of any such highway. Or the computer says it's time to paint a guardrail and the guy goes out and finds there's no guardrail there.

To every extent possible, I support the concept of local control over local affairs.

The idea that big government can solve every problem that comes up has been pretty well discredited. We have seen how badly government can botch things when we expect too much from it.

END



## Why I'm in Politics: Schaben *continued*

bringing about a change in that attitude.

Also, I would like to do something to halt the runaway growth of state government. For one thing, people in public office have to learn that the public treasury is not an inexhaustible reservoir and that they can't agree with everybody who comes along with a new program or new

While I don't think you can totally contain the growth of state government, particularly in this inflationary period, that growth should be held within the revenue structure—it shouldn't grow any faster than income.

We should expect the kind of growth that is compatible with increases in revenues, which reflect a

ton, the Governors should show courage and leadership, and tell Washington they want it corrected.

Mutual trust and cooperation are necessary between state officials and national officials, but there are times when you have to pound a few heads together to achieve this. Some people don't understand nice language.

The federal government has to be



A farm fair in Iowa is a good place to campaign, as candidate Jim Schaben finds.

idea for spending money.

There are times when you have to be hard-nosed in government, just as you must be in business, and simply say No.

A man who has had experience running a business, who has met a payroll, comes into government with a different outlook. More efficiency can be injected in government by using good, sound business principles.

We very much need efficiency experts in some of these big departments to review their performance and see how they can do a better job without big increases in spending. The experts should be people whose jobs aren't contingent on how high the appropriations are that they can justify for their departments in the next budget.

growing state economy. But we should not just let government grow and keep saying we can cope with the growth by increasing the state income or sales taxes.

### The muffs in Washington

The insensitivity among government officials I spoke about extends to the national capital.

As Governor, I would work to strengthen the National Governors' Conference, which I think should speak with one voice on many more issues than it does. Sometimes it becomes politically fragmented, and its decision on whether to speak out on an issue depends on who is in power in Washington.

If something is wrong, no matter who is running things in Washing-

made to understand that a lot of the force-feeding of the states that is going on is unnecessary.

I particularly object to what amounts to blackmail: If states don't do a certain thing the federal government will withhold funds, or actually come in and take over a program. A take-over of one program—enforcement of occupational safety—is threatened in Iowa now.

They told us at first that if we complied with broad guidelines on occupational safety and health, "We'll stay away and you can police it for us." Now they are coming in and saying, "We are not satisfied yet; we want additional policing here and there or we'll take over." So some real problems are ahead here.

Iowa is not going to be policed by



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## Why I'm in Politics: Schaben

*continued*

two groups. We are willing to operate under reasonable guidelines but if they're going to set up their own offices and check up on us, thinking we are incompetent, we're just going to say, "You do it."

We have to make them realize they have to be reasonable.

As I have already indicated, one reason I am running for Governor is to try to bring this reasonableness to dealings between the people and their government.

I want to bring Iowans closer to their government.

As Governor, I would hold open office hours at least once a month. Anybody who notified us ahead of time could come in and the state official responsible for the matter that citizen was concerned about would be there with me.

The government belongs to the people. They are paying for it and they are entitled to be part of it. A government official should have the same concept of service that business has.

You couldn't treat customers of a private business the way some government people treat the citizens and expect to survive.

Because I am a businessman, by the way, doesn't mean I feel I have to be consistently in favor of business as a government official. I have supported labor on many issues and they give me one of the best voting records for their programs. There are some things we disagree about, but we sit down and iron out our differences, and arrive at a position I can support.

## The public is waiting

I can't see pitting business against labor as a political issue. There is too much of that—the idea that you have to be pro-business or anti-business, pro-labor or anti-labor, and that there is no middle ground.

You have to work out problems in the best interests of the state and the people.

People are watching what's going on in government more closely than they ever did and government officials are going to have to adjust to this. It's the kind of change I welcome and want to help bring about.

END

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## PANORAMA OF THE NATION'S BUSINESS

By VERNON LOUVIERE  
Associate Editor

### Why a Shut-In Is No Longer Shut Out

Statistics show some two million disabled people in the United States are homebound. Only 12,000 of them enjoy gainful employment.

Douglas Boyce, of Lynchburg, Va., is one of the 12,000. A quadriplegic, he works as a computer programmer for General Electric.

In a sense, 25-year-old Doug Boyce is helping prove that old laws against certain types of work at home may be outdated. For thousands of other homebounds (persons prevented from going to a job because of physical disability), he offers hope that such laws will be put down and that they, too, can accept employment.

Doug, a promising high school wrestler, suffered a back injury in a wrestling tournament in 1969 that left him paralyzed from the shoulders down, except for wrist movement.

Thirty-five operations later, he still is paralyzed. But the will to win that brought him victory many times on the wrestling mat remained with him. Between operations, he earned a high school diploma and an associate degree at the Community College of Central Virginia.

At the Woodrow Wilson Rehabilitation Center in Fishersville, Va., he was introduced to the world of the computer. Then Virginia's Department of Vocational Rehabilitation got GE to offer him a job if DVR would supervise his training at the Center. Last year, Doug Boyce went to work full-time for GE.

A room in his home (he lives with his parents) was converted into an office. The home was rewired to accommodate a computer terminal and printer. GE installed a special telephone with which Mr. Boyce can "talk" with GE computers in Lynchburg or with master computers at company headquarters in Schenectady, N.Y.



Douglas Boyce, a quadriplegic, works full-time as a computer programmer for General Electric Co. in a specially equipped office at his home.

"Someone brings me my assignments or I get them verbally over the phone from GE," Mr. Boyce says. "I do my best work either early in the morning or late at night. And GE likes that because that's when their computers are least busy."

His DVR counselors estimate he will pay back the cost of his job training several times over through taxes he pays as a full-time worker.

As for Doug Boyce, he's "more than happy to pay my share." •

### Census Bureau Studies Some of Its "Clients"

Businessmen are finding there's gold in all those statistics compiled by the federal Bureau of the Census. And Census officials are helping them find it.

Somewhere in the vast statistical storehouse are gobs of market information almost every businessman requires—age, family status and income of prospective buyers; geographic distribution of the market; supply of needed raw materials; labor supply at proposed plant sites; and scores of other items.

The trick is to get businessman and statistic on the same wave length.

"Everywhere we look there is evidence that resources have not been

allocated or employed as effectively as they might be," says Census Director Vincent P. Barabba. "In an open economy such as ours, the businessman needs, all the information he can get about his market—as well as about the distribution of goods and services."

The Census Bureau has launched a study to determine the use and users of its statistics. Questionnaires are being sent to a cross section of the American business community. These are being followed up with personal interviews of businessmen by senior Bureau staff members.

Meanwhile, hundreds of businessmen are turning out in a dozen major cities to hear firsthand from Census officials how they can make better use of the statistics and how the information can be obtained. These meetings are sponsored by local

chambers of commerce, industrial commissions and other private and public interest groups.

Hopefully, from the Census Bureau's standpoint, by helping businessmen the Bureau will be helping itself—removing some of the sting from criticism that in gathering statistics it has saddled businesses with mountainous, unneeded paperwork.

An "avalanche of data" is available, Mr. Barabba says, and the job is to "tailor" it "to the requirements of the people and firms who need to use it in their decision-making processes."

He adds: "It's a great challenge. However, we cannot meet the challenge until we know more about our client and his needs. . . . We will listen to the people who use this data and learn from them." •

*continued on next page*



## Sowing Trust Between the City and the Farm

"We are deeply disturbed by the misconceptions some urbanites stubbornly maintain about farmers," says Brooks McCormick, president and chief executive officer of International Harvester. "On the map, the roads between city and country connect. But in the minds of business, housewives, government, universities and the press, little real contact is made."

To help the farmer rap with his fellow Americans, the company has created a quarterly magazine, *IH FARM FORUM*. Its editors hope it will create a dialogue among farmers, farm experts, government and industry "that will bring about rational discussion of today's business of farming."

A major thrust of the magazine, which is distributed free, is to improve the image of the farmer—who



International Harvester's Brooks McCormick.

has borne the brunt of the criticism about high food prices.

One recent survey, it notes, shows that most city dwellers feel farmers get excessive amounts of income from government payments, that some feel they "bellyache" too much, and that more than 40 per cent believe farmers are using pesticides unwisely and unsafely.

"Can you afford to ignore attitudes such as these, and just 'do your own job' on the farm?" *IH FARM FORUM* asks. "The answer is obviously No."

Several farmers discuss their image problem in the magazine.

"I think the biggest thing that hurts

us is our history of government payments," says Richard Jeffares, a Georgia cotton and soybean farmer. "It's a real sore spot with people in the cities. They think we are just getting welfare."

Jack Perry, a Mississippi farmer, agrees that "people just can't understand such payments." He comments: "We are being subsidized—but it is really them being subsidized—getting their food so cheap."

According to Fred Wessel, an Iowa corn producer: "People have just become aware of how dependent their lives are on farmers. In the past, farming was more or less taken for granted. People went to the supermarket, and food was plentiful and reasonable in price. Now that's completely turned around."

"I want the farmer's image as good as possible, because I want my kids to follow me," says Mel Oneto, a California farmer. •

## Save Enough Fuel? It's Child's Play!

When St. Louis schoolteacher Harold Dunn asked his fourth-graders for their ideas on how to ease the energy shortage he got little in the way of practical solutions, but a lot in the way of chuckles.

Mr. Dunn shared his young charges' suggestions with readers of *Petroleum Today*, an American Petroleum Institute publication.

One youngster suggested: "Pass a law so we can have Season Saving

Time. Make it so that spring lasts from March 1 to July 31 and fall lasts from Sept. 1 to Dec. 31."

"Change jobs so that everybody is working at the place closest to their homes," said another. A third offered: "Pull out all the kinks in the road so we don't have to drive so far."

And there's this "solution": "Put hardback seats in cars so people won't take unnecessary trips."

Mr. Dunn received a three-page report from a little girl entitled, "Things Not to Do During Energy Shortage." They include:

- "Don't accept any new inventions using oil and electricity and things we are short of."

- "Don't have so many days people have to drive to work or school."

One youngster in Mr. Dunn's class didn't quite get the point his teacher was making about increased use of car pools.

He wrote: "Cars don't need to be all that clean. Have more pools for people instead of for cars."

The logic of a fourth-grader comes through clearly in these suggestions:

- "Put a plastic bag over the pipe in the back of the car and catch the stuff that comes out so it can be used again."

- "Find out if oil has another name besides petroleum and look for it under that name."

- "Help around filling stations so they can have more time to go out and drill for oil."

Mr. Dunn is still trying to explain to one girl why her solution simply won't work. Rejecting the lower speed limits, she suggested instead:

"Everybody should drive faster so they won't have to be on the road so long using gasoline." •



Drawings help fourth-graders put across ideas for solving the energy crisis.



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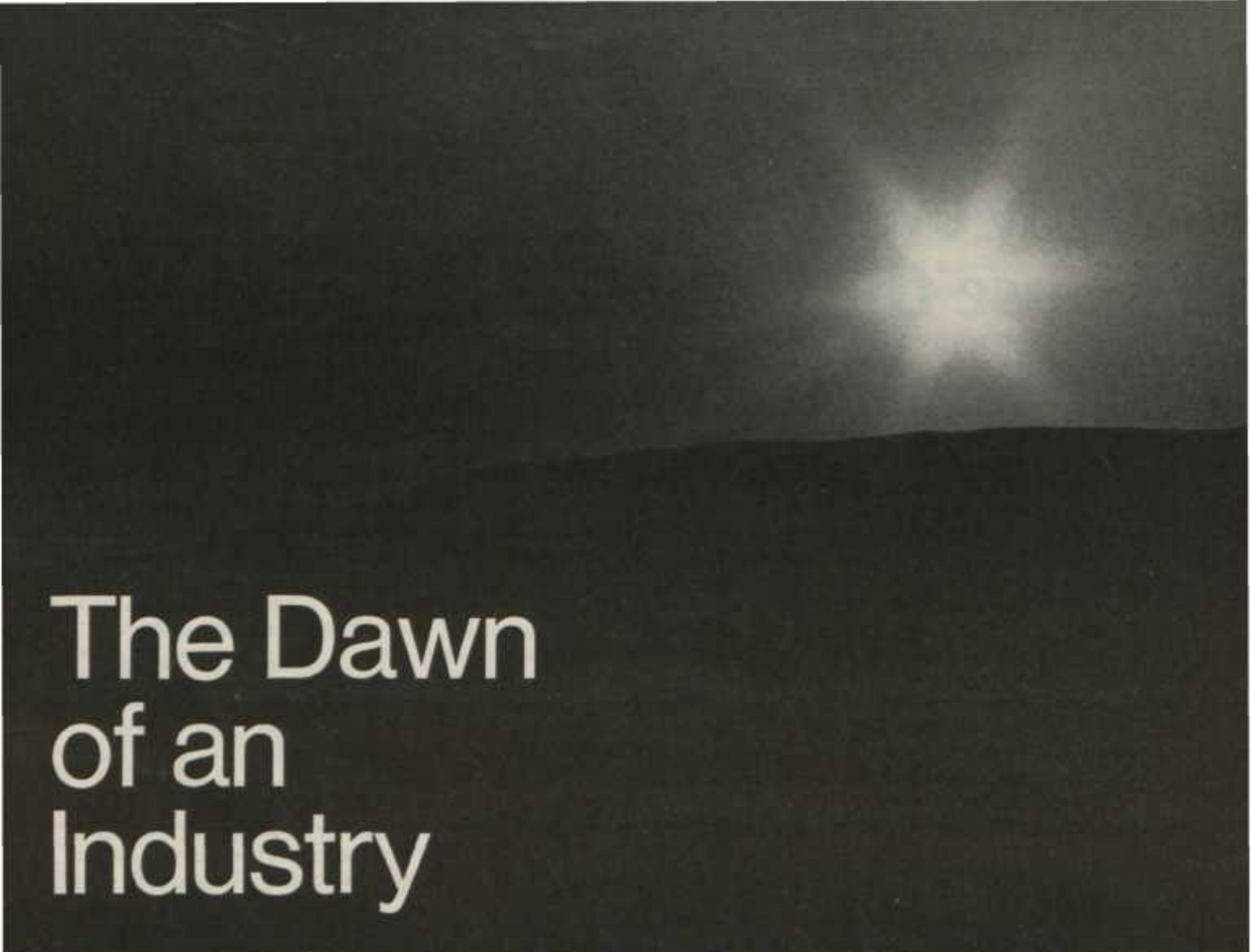
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# The Dawn of an Industry

Out of the shadows of the fuel crisis are emerging new ventures for making use of the most plentiful energy source of them all

On Oct. 4, 1955, an Americus, Ga., cotton grower telephoned his warehouse to check on his inventory.

George L. Matthews' call made communications history: Power for the call came from the sun, through an array of solar cells installed atop a utility pole in the countryside near Americus.

That first solar-powered call was made on a telephone set up near the pole in a field, where a formal cere-

mony was held. Afterward, local and visiting dignitaries walked over to the yard of the Bethel Baptist Church for a barbecue to celebrate the event in proper fashion.

Among the visitors were engineers from Bell Telephone Laboratories, which a year earlier had produced the first practical solar cell—razor-thin strips of silicon joined in a small wafer. Sunlight striking the silicon wafer produced free electrons that were captured as usable electricity.

The Americus installation was an experiment to determine whether solar energy could provide an economical, alternative energy supply in rural areas. The answer was No. The solar-cell array on that utility pole is long since gone.

Electricity for Americus' telephones is supplied today, as it has always been, by the Georgia Power Co. Though the solar system's energy source was free—and fossil fuel used

by Georgia Power isn't—the cost of the system, including batteries to store electricity for nighttime consumption, was prohibitive.

That's pretty much the history of solar energy in this country—little incentive for widespread use in view of the bargain-rate power available from conventional sources.

But the era of cheap power from such sources is over. With its demise has come a search for new energy supplies, and there has been a surge of interest in the most plentiful source of them all—the sun.

## Establishing an industry

Arthur D. Little, Inc., a leading consulting organization, is spearheading a project, with more than 80 corporate clients participating, aimed at establishing a solar-energy industry based initially on use of sunlight for heating and cooling buildings. A joint report of the National Science

PHOTO: ALEXANDER LOWMY—PHOTO RESEARCHERS, INC.

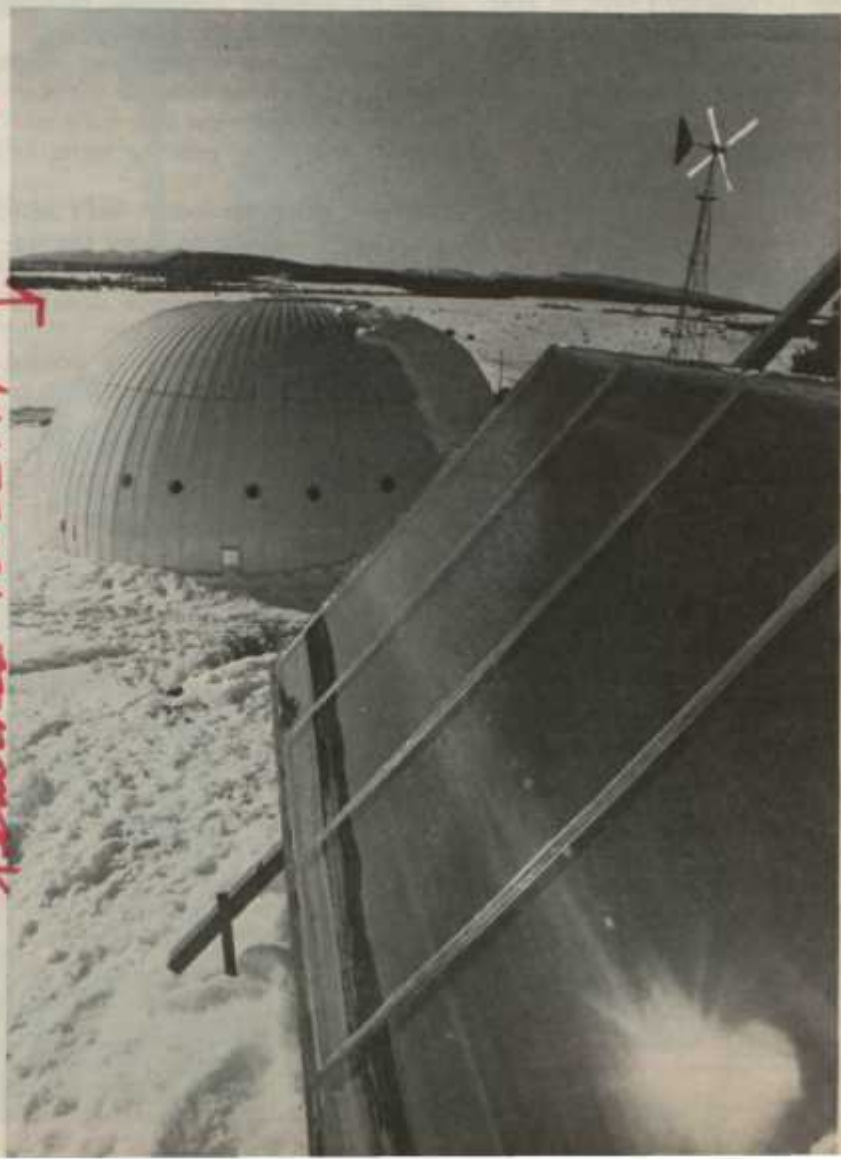


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PHOTOS: RALPH GRANT—BLACK STAR



Robert Reines, a pioneer in the use of solar energy in the home, takes the temperature at the roof of his house near Albuquerque, N. Mex. An exterior view (right) shows the solar collector and wind generator that provide most of his home energy needs.



Foundation and the National Aeronautics and Space Administration indicates there's a potential market of \$1 billion over the next 10 years alone.

Meanwhile, Honeywell, Inc., in cooperation with the National Science Foundation, has put into service a mobile research laboratory to test solar equipment and collect data on sunpower potential in various parts of the country.

Dr. Erich A. Farber, director of a solar energy laboratory at the University of Florida and an internationally recognized expert in the field, says that in a recent period he was receiving 100 phone calls and 200 letters a day from businessmen all over the country wanting information and advice on solar energy. Many companies, he notes, are entering the solar energy equipment field.

One entrant is PPG Industries, Inc., which has begun mass produc-



## The Dawn of an Industry *continued*

tion of rooftop solar water-heaters, a field in which a number of smaller companies were already operating. These companies report a sharp upswing in demand for their products.

There has also been an upswing in heating buildings themselves—commercial and governmental structures, as well as private homes—with solar energy.

Current construction includes a federal office building in Manchester, N.H., which will derive 30 per cent of its power needs from the sun and serve as a prototype for other commercial buildings. A major addition at RCA Corp. headquarters in New York's Rockefeller Center will use solar energy extensively.

Experimental solar systems for heating have been installed in four schools—in Osseo, Minn.; South Boston, Mass.; Warrenton, Va.; and Baltimore, Md.—made, respectively, by Honeywell, Inc., General Electric Co., InterTechnology Corp., of Warrenton, and AAI Corp., of Cockeysville, Md. The companies were given National Science Foundation grants to provide data on performance, costs and public acceptability.

Tyco Laboratories, Inc., of Cambridge, Mass., has made a breakthrough toward the goal of lower costs for production of solar cells of the type that proved prohibitively expensive in the Americus telephone experiment of 19 years ago, and Mobil Oil Co. is investing \$30 million in

further development of Tyco's process. However, expectations are that, in the near term, use of solar energy will grow primarily in the area of rooftop solar collectors for heating.

### How collectors collect

Considerable research is under way, but basically, a solar collector is a shallow box with a glass top and a bottom of blackened metal, which absorbs solar radiation. Temperatures within the unit can rise to 200 or more degrees, depending on such conditions as the intensity and angle of the sun's rays and the efficiency with which the coating on the metal absorbs the radiation.

Tubes running through the enclosed area carry water which is heated in passing, then goes into an insulated storage tank from which it can be drawn as needed. A properly designed storage system will retain heat for days for use during periods of darkness and heavy cloud cover.

A building can be heated by sending warmed water through pipes or by having a fan blow over coils containing the water, pushing warm air through duct work.

The system obviously isn't self-contained. A pump to move the water through the collector needs an outside source of power as does the fan to circulate the warm air.

And an auxiliary heating system powered by conventional fuel sup-

plies is needed for times of prolonged, heavy cloud cover in which all stored heat is dissipated.

The next step beyond use of solar systems for heating would be using them for air-conditioning, which employs heat in its complicated mechanical-chemical process.

A National Science Foundation estimate has it that if solar heating and cooling were built into every new home and single-story commercial building from now on, solar energy could meet 4.5 per cent of the nation's total needs by the year 2000 and 8 per cent by 2020.

Dr. Peter E. Glaser, vice president-engineering at Arthur D. Little, and one of the world's leading experts on solar energy, notes that if it provides 1 per cent of the nation's energy needs by 1983, "this would conserve approximately 100 million barrels of oil per year."

Obviously, an increasingly significant portion of oil consumed in this country—consumption is now 6.2 billion barrels annually, a figure expected to increase substantially—could be saved for other uses as the solar energy percentage rises.

### It's not like salami

Widespread use of the solar cell is considerably farther down the road than the commonplace rooftop collector.

Tyco Laboratories' new process involves production of silicon ribbon four-thousandths of an inch thick, the right size for solar cells.

The traditional way to obtain such ribbon has been to produce the silicon in cylinders about two feet long and three inches thick, then cut the proper size wafers with diamond saws—after which they must be ground and polished to rigid specifications.

Dr. A. I. Mlavsky, senior vice president for research and technology at Tyco, says that's "a slow and fairly expensive" method, which involves a certain amount of waste of silicon in the cutting process.

"You don't get a lot from a pound," he comments. "It's not like salami."

Tyco's research is continuing, with the current goal production of several, continuous ribbons from the same machine. Finding cheaper methods to produce the basic raw material, sili-

## NASA TAKES AIM AT THE SUN

"Innovation and creativity in the development of solar heating and combined solar heating-cooling components and systems can be fostered through encouraging direct contact between the manufacturers of such systems and the architects, engineers, developers, contractors and other persons interested in installing such systems in buildings."

That's one of the principal findings in the newly enacted Solar Heating and Cooling Demonstration Act, which authorizes \$60 mil-

lion in federal funds for a five-year program to speed the movement toward widespread use of solar energy.

The National Aeronautics and Space Administration and the Department of Housing and Urban Development will oversee the project. Solar systems will be installed on various types of structures, including residential, commercial and industrial, to show the existing potential of solar energy. Details can be obtained from those two agencies.



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## The Dawn of an Industry *continued*

con, for the ribbon-making machines is another challenge, Dr. Mlavsky says. The research, he says, "is still at a very early stage."

Even farther down the road are "solar farms"—huge areas covered with solar collectors. They would yield heat to power steam-turbine generators which would produce enough electricity to serve large numbers of people.

And researchers envision the day when solar power stations will be placed in fixed orbit 22,000 miles above the earth in permanent sunshine. Solar-cell arrays would convert the sun's rays to electricity via the same process that "Ma Bell's" engineers pioneered in 1954. The electricity would then be transformed into microwave energy, which would be sent to receiving stations on earth and converted back to electricity.

The Grumman Aerospace Corp., Arthur D. Little, the Spectrolab division of Textron, Inc., and Raytheon Co. are working jointly on such a project. Grumman estimates that a solar power station would be two and a half by seven miles in size and weigh 20 million pounds.

### Irreversible trend?

Most experts in the field agree that increased use of solar energy is inevitable as fossil fuels become more costly and reserves become depleted.

Says the University of Florida's Dr. Farber: "The economic situation changes rather rapidly, and always in favor of solar energy and less in favor of the other fuel resources we have."

He points to the current, widespread use of solar water-heaters in such countries as Israel and Japan, and the fact that there are now two dozen manufacturers of such heaters in his own state.

While solar water-heaters "would be the first, the quickest way" to begin wide-scale use of sunpower, "I am not saying we should stop there," he comments.

"Solar house-heating equipment is really nothing but a large water-heater. It would not require a large investment and most people could afford it.

"A top priority is to build properly. You can design a house or other

building so that it requires relatively little energy to operate."

He points out that it's possible for buildings in sunnier climates to require no auxiliary sources of energy for heating and cooling.

"They can use a slab, holding water, on the roof and a cover," he says. "In the summer, you uncover the water during the night and it cools. Cover it during the day and the cold water keeps the building nice and cool. In the winter, you reverse the process."

Indians in the Southwest, he says, "did something similar with their two-foot mud walls. Though the sun was shining down, going into one of their homes was like walking into a cave—it was nice and comfortable during the day. In the early morning, when the desert became chilly, the heat finally penetrated the building.

"If you build properly, you need very little energy to make a building comfortable.

"But nowadays what we have done is build large, glass boxes that collect solar heat inside—heat that is thrown back out again by big air-conditioning systems run with fossil fuels. Or we go to the other extreme and build windowless buildings that have lighting systems which give off more heat than light. Sometimes, these buildings must have the air-conditioning running just to take care of the heat from the lights."

### Look to the lily

Arthur D. Little's Dr. Glaser says a compelling need for getting started now on making a reality of a sizable solar climate-control industry is illustrated in the story of the farm pond lily:

"The lily is doubling in size every day. In 30 days it will cover the entire pond, killing all the creatures living in it. The farmer does not want that to happen, but because of his other chores, he decides to postpone cutting back the plant until it covers half the pond.

"On what day will the lily cover half the pond? The answer is: On the 29th day, leaving the farmer just one day to save his pond.

"We do not believe we can afford to wait until we have only one day left to meet our energy needs." END

## A Spotlight on Quality in Government

While more dramatic developments in Washington make the headlines, the business of government quietly goes on, by virtue of a well-functioning Civil Service.

On Oct. 9, at the State Department, nine career civil servants will be honored for at least 10 years of outstanding public service each. In addition, two will receive awards for special achievement without regard to length of service.

The awards are from the National Civil Service League, a citizen group which annually honors federal officials in order to spotlight and encourage quality job performance.

Recipients of the 1974 Career Service Award for Sustained Excellence are: John P. Abbadessa, Atomic Energy Commission; Carl E. Duckett, Central Intelligence Agency; Dr. John Carol Eberhart, Department of Health, Education and Welfare; David Simonds Johnson, Department of Commerce; Dale R. McOmber, Office of Management and Budget; Ross M. Madden, National Labor Relations Board; Thomas D. Morris, General Accounting Office; Dr. Francis J. Mulhern, Department of Agriculture; and Dr. John E. Naugle, National Aeronautics and Space Administration.

Receiving the Career Service Award for Special Achievement are Dr. Carolyn Huntoon, National Aeronautics and Space Administration; and James T. Murphy, Federal Aviation Administration.

Dr. Huntoon devised a complex bio-assay of body fluids experiment, conducted by the Skylab astronauts, which contributed to greater knowledge of man's ability to adapt to weightlessness. Mr. Murphy, FAA's director of transportation security, was cited for playing a major role in deterring air piracy. END



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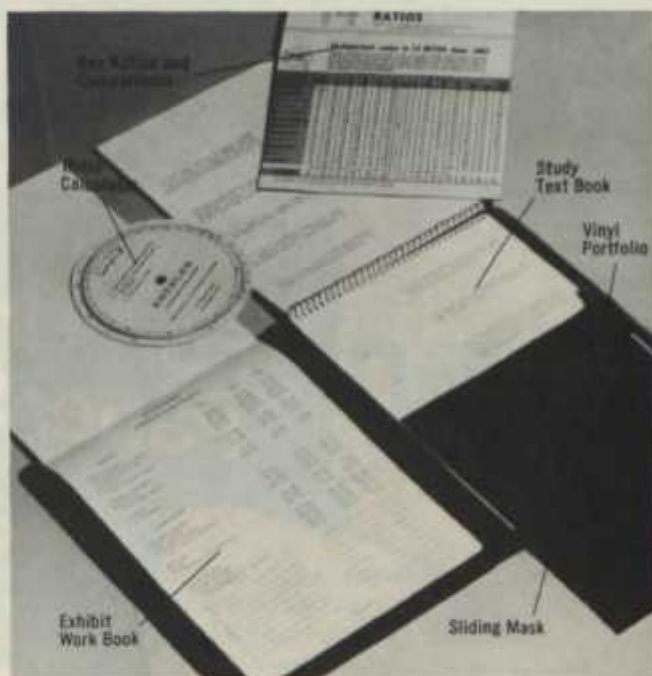
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**Congratulations!**  
You're using every inch  
of roll towel you buy.  
CORE SIZE = 1 INCH

**From 1 to 11**

**From 12 to 26**

**From 27 to 46**

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**Hand dries  
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# Measure your roll towel leftovers and see how many hand-dries you can save with the new Commander I<sup>TM</sup> Cabinet.



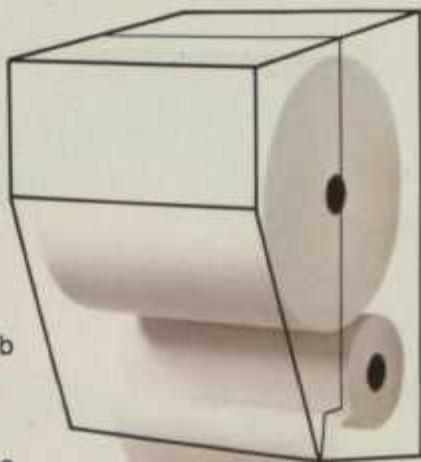
the stub roll—up to 3½ inches in diameter—is still being used. After the stub roll is used up, towels from the new roll start dispensing automatically. So you use almost every inch of towels you buy.

You may be throwing away as much as 25% of what you spend on roll towels in "stub rolls," the leftover towels your maintenance man finds when he refills the cabinets.

When he finds a stub roll, he can leave it in the cabinet and hope it doesn't run out. Or, he can remove the stub roll and put in a fresh roll. If he removes it, you may be wasting as much as 25% of the roll towels you buy.

**Now use almost every inch of the towels you buy.**

Fort Howard's new Commander I Cabinet lets you load a new 625-foot roll of towels while



And because you can get up to 755 lineal feet of uninterrupted towel service, the Commander I can lessen the chance of run-outs and may help reduce your maintenance costs—by requiring fewer refills than single-roll cabinets.

If you'd like to see how our new Commander I Cabinet can help you reduce roll towel waste and provide more uninter-

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head. We'll send one of our sales representatives over with a sample cabinet and a Commander I Savings Scale to show you how much you can save.

You have nothing to lose but your stub roll waste.



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**We put paper to work for you.**







# Donald C. Cook of American Electric Power

## Calling the right shots in the energy crunch

Donald C. Cook is one of those men who can talk for 20 minutes without stopping, stammering or uttering a single "er." In the midst of a conversation, he can be interrupted, turn to attend to other business, then come back and pick up on precisely the same word where he left off.

Not only does he have the clear, orderly mind that this denotes, but he isn't afraid to speak that mind. Ask what he thinks of a particular person and if he doesn't like him, Mr. Cook is likely to answer, "He's a real no-good, and you can say I said so."

Mr. Cook, a small man with a round face, well-used grin and receding hairline, turned 65 last April. According to the rules at American Electric Power Co., Inc., he should have retired from his job as chairman and chief executive officer. But no, he is too valuable at a time when utilities are suffering from the energy crisis and attacks by environmental-

ists. He was signed on for another couple of years until younger men at American Electric Power mature a bit more.

He has had impressive experience in government, as well as in business.

Mr. Cook took his master's in business administration at the University of Michigan in 1935 and joined the Securities and Exchange Commission in Washington.

Going to The George Washington University Law School at night got him his master of laws and doctor of laws (with distinction) degrees. Continuing to work at SEC in the daytime, he managed also to become a certified public accountant.

Except for two years when he practiced law in Washington, Mr. Cook stayed in government service until 1953, when he joined American Electric Power. His government career included work with the Attorney General in the Department of Justice, for committees of the Senate and House of Representatives and—for two years—as a dynamic SEC chairman. He was a Harry Truman appointee who continued to serve in the Eisenhower Administration at Dwight Eisenhower's request.

American Electric Power is a \$1-billion-a-year company that serves customers in Ohio, Indiana, Michigan, Virginia, West Virginia, Kentucky and Tennessee. For several years, Mr. Cook was considered behind the times because coal was used in generating most of his company's electricity.

But then came the oil embargo, the Arab kick-up of the price of oil, and the nuclear power industry's failure to meet the hopes held out for it.

Mr. Cook and coal looked better and better, and today he's the prophet come out of the wilderness. But he's not the man who is now seeing the light. He's the man who never lost sight of the light.

Here, in an interview with a NATION'S BUSINESS editor at American Electric Power's headquarters in lower Manhattan, he talks about energy, electricity, his business philosophy, himself. And he talks about coal, the hottest thing in energy just now.

*Mr. Cook, whom should we take out and shoot first for getting us into the energy mess?*

*Donald C. Cook can step a few yards from his Lower Manhattan office and stroll in a mini-park.*





Chairman Cook (left) like any good executive, is great for asking questions. He constantly seeks more facts and often his target is W.J. Rose, an American Electric Power director and retired financial vice president. Mr. Cook is also a lover of posters, which are arrayed up and down the halls of the firm's New York headquarters.

We haven't got enough ammunition to shoot them all.

Besides, I don't know that you can select any one culprit to shoot first. The great Northeast power blackout of 1965 was a watershed event. Although the blackout had no connection with an energy shortage, it was an energy matter, and that event was of enough significance so that both our industry and our government should have been alerted, should have recognized the warning and should have undertaken a comprehensive study of the whole energy situation. But it wasn't done.

Nearly four years ago, *Nation's Business* printed half an issue on the shortage. Everyone knew it was coming, but no one did anything. Why?

NATION'S BUSINESS was crying in

the wilderness. I guess the cliché, "There is none so blind as he who will not see," applies. No one wanted to think in terms of difficulties or crises. The people who knew the score were ignored.

But don't just blame Presidents Kennedy, Johnson and Nixon.

Have you ever looked over the reports of the old Paley Commission? Well, that was in the mid-1950s, in Eisenhower's time. The fellows who produced that report were very perceptive. To a considerable extent, they put their finger on the developing raw materials problem.

You stuck with coal as a fuel for making electricity. Why?

In 1968, we at American Electric Power made a comprehensive study of the whole energy situation. We

then reached the difficult decision to continue building conventional, fossil-fuel plants and to pull back from building any more nuclear plants. Further, we realized that the only certain source of fuel for conventional plants in this country was coal.

Utility people were rushing away from coal then. We saw many good people who were building nuclear plants to meet oncoming loads, and we asked ourselves if maybe we were wrong in concluding that they would all be delayed. We decided not. Actually, because of the Middle Eastern war, the crisis came earlier than even we expected. But, if that war had not brought it on, it would have soon come from other causes.

How will the coal-vs.-environment controversy work out?



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We've made it our business to develop that kind of advertising as part of complete marketing communications programs . . . each one tailored to match a client's competitive position, product line and budget.

Just about all of our work is done for companies, both little ones and big ones, who manufacture sophisticated production machinery, components, or complete processing equipment systems.

That's why our account services and creative staff is composed of seasoned professionals . . . technically-oriented people who understand, speak and write the language of the client's industry. They know the difference between polyethylene and PVC, never confuse a flywheel with an impeller or an fpm with a psi.

Each client company, regardless of size or location, receives the close personal service of one of our principals who is very knowledgeable about that client's business . . . its corporate structure, its products (and how they work), its manufacturing methods, its competitors, its customers, and its marketing problems.

We are a medium-sized full service agency . . . just the right size for industrial advertising budgets between \$50,000 and \$500,000. We're mobile, too, handling accounts in Ohio, New York, Texas, Indiana, Kentucky, and Canada.

There's a lot more to be said and shown about what we have to offer. If you would like to explore a little, write to us. Let's sit down and have a straight talk . . . about your advertising.

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- 2. MAKE THE MOST OF YOUR TIME** . . . will help you capture wasted hours, turn them into productive effort so you can truly **CONTROL** your time.
- 3. YOUR ROLE AS DECISION-MAKER** . . . reveals techniques that master managers use to evaluate facts and minimize risks in decision making.
- 4. GUIDE TO BETTER PEOPLE MANAGEMENT** . . . dramatizes a wide variety of "people problems" and how they are solved . . . everything from spotting leaders to settling inter-office conflicts.
- 5. MASTERING THE ART OF DELEGATING** . . . demonstrates how to hand over responsibility to others so you can free yourself for the real job of managing.
- 6. ORGANIZING YOUR PLANS AND PLANNING YOUR ORGANIZATION** . . . learn the newest techniques for coping with constant changes in your business resulting from growth, competition, economics and government.
- 7. THE STRATEGIES OF MOVING AHEAD** . . . understand your situation today and know how to set realistic goals for the future through these re-creations of revealing case histories.
- 8. HOW TO LIVE WITH YOUR OWN SUCCESS** . . . the personal psychology of how to overcome fears, blind spots and 57 varieties of hang-ups that can rob you of the joy of achievement.

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## Donald C. Cook *continued*

The environmentalists have an advantage because they don't have to be responsible to anybody. They can speak in terms of hyperbole, making the most exaggerated statements without facts. And, what's more, they regularly do so. But we have to act responsibly.

One paradox is that the environmentalists seem to prefer burning dirty fuel and using wet scrubbers to cleaning up stack gases. This makes it necessary to use large land areas to stash all the oozy gook that the scrubbers produce. And it piles up fast. This necessarily results in the most horrendous land pollution problem that you can imagine.

We believe it is definitely better to burn clean, low-sulfur coal and not have anything going up the stack that has to be scrubbed out, or any effluent that is going to pollute the land.

The spectacle of the Environmental Protection Agency suggesting, in effect, that we pollute vast stretches of the land—because of their belief in the scrubbers—is something we simply can't understand.

We have repeatedly pointed out that the U.S. government owns billions of tons of low-sulfur, nonpolluting coal in the West, but has not permitted it to be mined.

So you see that our government prevents us from burning the coal we can mine and prevents us from mining the coal we can burn!

*We Americans historically are great wasters of energy. Do you have any faith that we will try permanently to conserve energy?*

I would be a little optimistic on that. But what is going to produce conservation is the high cost of energy. The price will necessarily continue upwards.

In the past, energy was cheap and people kept the lights on in every room. Now I think people are properly becoming more frugal. Why? Because when they look at their electric power bills, they get a shock. They can thank the environmentalists and the fuel merchants for that.

The psychology of Americans is such that, without the discipline of

price, conservation campaigns can't be expected to do very much. Price, not propaganda, will do a lot.

*Ex-President Nixon predicted we'd be self-sufficient in energy in 1980. What's your estimate?*

One has to consider both the various sources of energy and the political considerations.

We haven't yet drilled for oil on the Continental Shelf. When we do, large new fields will probably be found. We need more refineries. There is much oil ashore that can be brought up with secondary recovery efforts.

Transportation of oil and oil products is another problem that needs much more work done on it. More pipelines are obviously needed.

Liquefaction of coal is difficult and expensive. We could mount a national effort for liquefaction—an effort like our space effort, the quick way we produced synthetic rubber during World War II, or our fast production of the atom bomb.

But, politically, I don't believe the country is ready for it, and I don't think Congress has the vision to support that kind of program.

Frankly, I think the universal energy is electricity and that we can expect a lot of electric trucks to be used. Further, mass transit should be powered by electricity. As for generating the electricity, the answer is obviously coal. All of this will take time.

So, I really can't say when we will be self-sufficient in energy. But not by 1980, I'm sure.

The sooner we get started, the sooner we will be making progress and reducing the danger implicit in relying on others.

*What do you think of the Arabs? Aren't they just trying to do what we all try to do, get the best price for what we have?*

Well, they go beyond what Americans regard as appropriate business practices. We have strong antitrust laws in the United States and, at least for the most part, they are enforced.

On the other hand, the Arabs are not subject to such restraints. They have put together a vicious seller's

cartel. If any in our country tried it, they would all go to jail.

The Arabs are capitalizing on a tight energy situation, which they greatly accentuated. They are asking prices for their products that most reasonable people would agree are extortionate. They are literally wrecking at least two important countries in the Western world.

In America it is not regarded as either good economics or good manners to price-gouge. Americans and Middle Easterners have different points of view on what is a legitimate margin of profit.

Besides, the Arabs have produced great hardship for the poor countries, particularly the African countries, by hiking prices so high.

*What should be considered in our foreign trade policy?*

The overriding consideration in international trade should always be: "Take care of the needs of your own country first." After that it's all right to export. But not before.

I have been appalled at the magnitude of our grain exports to Russia. Russia in no real sense has changed its fundamental ideas, its international political policies or its efforts to bury us. It's still the same old Russia.

Yet, for reasons quite difficult to understand, we export grains to Russia in amounts that result in enormous prices for grain, and thus for bread, in the United States. It has been hard on the Americans who are less well fixed.

*Have you discerned any common trait of leadership in successful executives?*

You have to have two things: One, an insatiable curiosity. You must find out and know more about more things than anybody else in your enterprise.

Two, work. You can't run a company from a golf course.

If you are willing to work and to learn, then you have an edge over everyone else.

My own personal inclination is to be lazy. It is very pleasant being lazy. I have to fight against it. I have to keep telling myself, "By God, today you really have got to



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**'This system is simple, straight forward and quick — but it works.  
Do it right and you can have the highest earnings of your career!'**

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Now, I know this seems hard to believe, but I can also *prove* it to you!

I say this because I've got letters from *thousands* of satisfied customers, . . . and a product which has been praised by 150 leading media!

What's more, at \$12, it's an incredible bargain, and I'll even give it to you without asking you to risk *one penny*!

However, first let me tell you what I have.

I've got a *copyrighted job changing system* that you can use to move up in your field, or out to another field, but at significantly higher earnings.

It took myself and five other professionals two years and \$250,000 to develop—but it works!

Furthermore, it doesn't require "genius" and it doesn't require "luck." All you have to do is put it into action.

The reason we developed it was because with 84 million employed, and 15 million circulating resumes each year, this area was ready for some revolutionary ideas.

We knew more people than ever owned prestige cars & yachts, summer homes and international retreats, as well as having securities, real estate holdings and lots of cash in the bank.

In short, many people in the U.S. are living good lives!

At the same time, however, the great majority have no excess cash, little job security, and are frequently restless, bored with their jobs, commuting long hours, and harassed by inflation!

We asked ourselves how do people get to live the "good life"?

Well, we found that most successful people were there because they never wasted time in dead-end situations!

What these people did was to make crucial job changes, and *parlay* their higher earnings into small fortunes!

Take a look at the economics!

Do you realize that if you were to change jobs every 4 years, at an average annual increase of \$4,000, and then put the increases in the bank at 6%,—that in 20 years you'd accumulate an extra *half million dollars*!

Getting raises is one thing, but getting significant increases because of job changes is a very important source for wealth!

The next question then, is how can you easily change jobs? This is where the unique system we've developed fits in.

Our system can work for anyone from \$8,000 to \$80,000. Do it right and you'll gain higher earnings, lifelong job security, but most of all, *everlasting* self confidence!

This is because once you've used it, you'll know you can *always* get a new job,—quickly and predictably.

Perhaps you're wondering why our system works? Well, it works because it's a *completely different approach*, based on totally new concepts.

But, also because it's simple, practical, and self-tailoring. You could start next week—and do it *without strain, confusion or worry*.

But, there is one catch! You won't be a success if you use old methods for dealing with recruiters & agencies, for answering ads & sending out letters, for handling interviews & negotiating salary.

To make more money without a hassle, you'll have to be willing to change. You'll also have to follow our system, have an open mind & have faith in yourself.

However, do this and a better life will be yours!

With our system, whatever you seek—a better job, a new career, higher pay, more satisfaction,—*I believe nothing can stop your success!*

Not age, sex, education, or even low earnings or past working history.

Personnel Magazine said we have a "breakthrough."

Business Week devoted a full page article and called it "indispensable."

The National Public Accountant even said it was "capable of catapulting any average person into a position offering much greater rewards."

However, your best proof of our system is that we've already received thousands of letters from grateful customers.

Letters like one from a gentleman in California who wrote: "In 4 weeks I changed jobs and raised my salary 33%! I wish I had it 10 years ago!"

Another man from New York said "I used one of your letters, sent 24 out, and got 13 interviews and 3 job offers!"

Still another from California said "In just 11 days I received an offer of \$7,000 more!"

I know this sounds almost too easy and I can't promise that you will do as well. But, then again you may do better!

All told, over 11,000 people have written unsolicited letters to our firm, to tell us of their success with this system.

Now, if you're serious about wanting to move up, then I know that our system is something you've got to have!

In fact, I'm so convinced that you'll agree that it's worth *hundreds of times the cost*, that I'll make sure you have nothing to lose.

First of all, when your order arrives, we'll ship within 24 hours. No delays!

Secondly, you can examine our system for 10 days.

Third, if at the end of that time you are dissatisfied, return it, & I personally guarantee your 100% refund will be mailed in 3 working days—with no questions asked!

To let me prove everything I've said and to take advantage of this nothing-to-lose offer, just fill in and mail me the coupon below.

Performance Dynamics Inc.  
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17 Grove Avenue  
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Dear Mr. Jameson:

Your offer sounds great! Please rush me your Professional Job Changing System right away, but on one condition. I understand I may examine it for 10 days, & if at the end of that time I return it, you will mail my full refund within 3 working days, with no questions asked. On that basis, here's my \$12, plus .50 for postage and handling.

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Mr. Jameson's ideas have been the subject of more than five hundred articles, ranging from 600 words in *Business Week* to 3,000 words in *Chicago Today*. This material has also been nationally advertised in leading media including *The Wall Street Journal*, *Scientific American*, *Nation's Business*, *Signature*, *The New York Times*, *Newsweek International*, *The Los Angeles Times*, *American Scientist*, *Income Opportunities*, *Time*, *Specialty Salesman*, *Success Unlimited*, *Chemist*, *The Army Times*, *New York*, *The Chicago Tribune*, *True & others*. © 1974 Performance Dynamics, Inc.



## Donald C. Cook *continued*

go in and do a real day's work." Maybe it's good being conscious of being lazy.

*What do you admire most in people you work with?*

Honesty. I mean intellectual honesty. We take other kinds of honesty for granted.

It's sad but true that the further up you get in an organization, the less likely it is that people will tell you what you ought to hear. A lot of people are what I call "wet-finger people." They hold up a wet finger to see which way the breeze is blowing. They try to guess what you have in mind. They try to anticipate your view, then give you your own view.

If that's the way matters are to be decided, you don't have to have a meeting of your executives. You just scribble out orders and issue them to the troops.

If you know your executives' true views and how they support those views, if you hammer them out on the anvil, then you're going to get a better piece of steel.

This gets more difficult the higher you go in an organization.

*You have a reputation for being straightforward, blunt, something of a maverick. Do you agree?*

Yes. If you mean that as a compliment, I agree wholeheartedly.

I believe in telling the truth and in not using too many euphemisms. There aren't enough hours in the day to dress things up in flowery language. When you have to make important decisions hour by hour, day by day, the euphemism road is not an effective road.

So, I try to put things on the table in a straightforward way, and I'm sure I unwittingly offend some people. And another thing, I don't mind being abrasive if it will make a contribution. I try not to be insulting, even though now and then some people deserve it.

*Were you happy to leave Uncle Sam's service in 1953, when you were SEC chairman?*

Yes. Government service is a good thing, but too much is destructive. There's too much security in government. Government is not the

place for strong-minded, dynamic people who need to move and shake in order to get fulfillment by doing a real job.

*American Electric Power is headquartered in New York City. Yet your nearest customer is in southeast Virginia. Does that make sense?*

It doesn't make sense to a lot of us here. History accounts for our being in New York.

In the early days, utilities were thought of as crazy businesses, people sticking poles in the ground and stringing wire all over creation. That couldn't ever amount to anything. And that attitude made raising money hard. There was only one money market in the country then, New York. It was important to be where the money power was located.

Also, in the early days, New York had a large floating supply of technical personnel who moved from project to project as the needs required. Other communities could not offer this great supply of manpower. Now we have our own complete, permanently employed group of engineers, designers and draftsmen because we have a large, continuous construction program going forward. For example, we build a big new generating unit practically every year.

So we really don't have to be in New York any longer.

We have an application before the SEC to acquire the Columbus and Southern Ohio Electric Co. Columbus, Ohio, lies right in the heart of our operating area. We have publicly committed ourselves to move most of our people to Columbus if we acquire the company.

*What was your ambition when you were growing up?*

To be a doctor, an M.D. I went to college as a pre-med student and I worked off all the requirements for medical school.

But a strange thing happened.

One day I was sitting in the library of the University of Michigan Business School reading a financial paper. The fact was, I should have been in the biology lab.

All of a sudden it struck me that if I was this interested in business, why

in heaven's name was I heading for medicine? That very afternoon I decided I was finished with medicine and that I would go into business.

I got my M.B.A. and then went to work for Uncle Sam in Washington. I did get my law degrees and later practiced law for a while. I also became a C.P.A. But not until I came to American Electric Power did I get fully into business.

*Did you expect to be a tycoon and have a fancy office and thousands of people looking to you for leadership?*

I never did. I suspected I had talents that would take me beyond the filling station and corner grocery store, but I never visualized myself as a tycoon. Oddly enough, I still regard myself as a small businessman. After all, our product is a kilowatt-hour of power and we sell it for not much over one cent. Less than a stick of chewing gum.

*Are you satisfied with life?*

Oh, no, even though we have evolved a social-economic system that has done more for more people than any other form of society known to man. When you look at it on an absolute basis, it is really a terrific system. You only need to travel around the rest of the world to understand why it is such a great system and to appreciate what a tremendous thing we have developed here.

My discontent comes when I compare what we have done with our potential—with what else we might have done. Then I have a feeling of considerable inadequacy, both on my own part and on the part of my fellow Americans.

Look how we have screwed up the energy problem. Is what has happened in the energy field a great tribute to the intellectual power, vigor and good sense of our people, including some both in government and in business? I think not.

*What do you think of the job our government has done in general?*

In the past, on the whole, our government has done a pretty good job. In recent times, however, there has been a growing tendency to go down a bad road that has already been



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followed by other countries to their great detriment.

In our early history, we were largely an agrarian country, a country of pioneers—free, independent spirits.

Gradually, as time passed, we became more industrialized and our government came to interfere more and more with the carrying on of business activities.

We have now developed a colossal bureaucracy. We have developed statutes, regulations, requirements in such vast numbers that the mind can hardly comprehend them all.

As a bureaucracy proliferates, subtle changes take place. Instead of the government being the servant of the people, the government becomes the master of the people. That is largely the case now.

We are going to have to decide what kind of society we really want. I believe we have already reached the point of diminishing returns on a lot of things that our government does. In many connections, the government has become really destructive.

It has been wisely said that the history of the world can be written in terms of the efforts of citizens to avoid the tyranny of their government.

*Where do you vacation?*

I take yearly vacations, usually in Europe. I like Europe because most of the telephone service, largely run by governments, is abominable. Nobody can get me on the phone.

*What do you most enjoy?*

I get more fun out of my work than anything else that I do. There is an excitement in work and a fulfillment in it that would be pretty hard for me to get out of, say, hula hoops or bubble gum. **END**

REPRINTS of "Lessons of Leadership: Part CXII—Donald C. Cook of American Electric Power" may be obtained from *Nation's Business*, 1615 H St. N.W., Washington, D.C. 20062. Price: One to 49 copies, 50 cents each; 50 to 99, 40 cents each; 100 to 999, 30 cents each; 1,000 or more, 20 cents each. Please enclose remittance with order.

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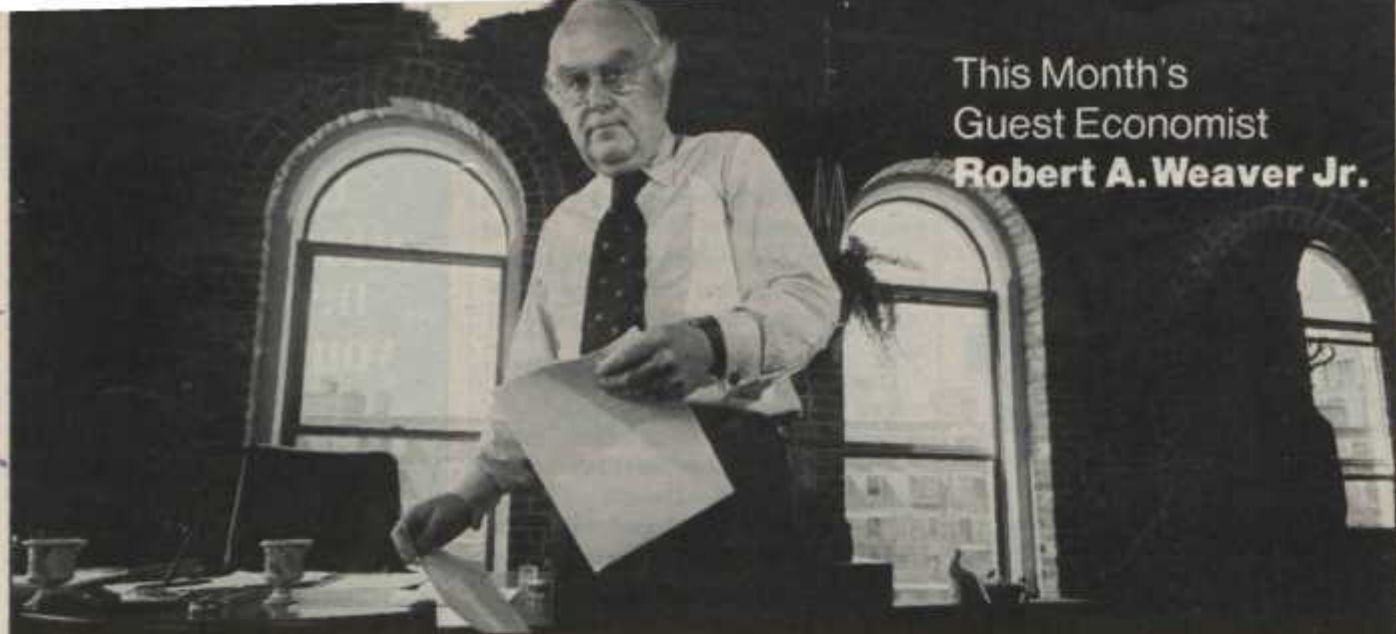
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This Month's  
Guest Economist  
**Robert A. Weaver Jr.**



Mr. Weaver is the senior partner of Robert A. Weaver Jr. & Associates, Boston, Mass., a business consulting firm.

## The Human Reactive Factor

Is inflation, some inflation at least, necessary or even desirable in a healthy, growing economy? My opinion:

Absolutely not.

Inflation, of course, is not a new economic phenomenon. But its unbroken persistence in recent history is new. All past inflations were temporary, until now. Since World War II, we have had persistent inflation, which, if it continues to persist, will be incompatible with social and political stability.

The patterns of consumption have been in themselves an insidious inflationary pressure. We have very high expectations of life in the United States, expectations of material well-being that in another era would have been called sinful. Americans expect ever-better and more health care, education, pleasure, material things. High expectations of all kinds have penetrated almost every strata of our society.

But we're simply running out of capacity to feed our insatiable expectations. We've not only become obsessed with consumption and unreachable expectations, but we've exported our consumption kick, which is now plaguing other nations in the world that have less basic economic strength than we.

Our gluttonous consumer society now faces a global disequilibrium of supply and demand. We are in an era of scarcity. But, it can mean a better

quality of life if waste and overconsumption can be managed.

The crisis aspects of inflation offer an opportunity for statesmanship, because consumption must be managed more prudently. The energy crisis is an example of the consequences of overconsumption and underinvestment.

We can be thankful for the Arab embargo, in my opinion—perhaps it should have lasted longer. It gave our government a chance to develop an awareness that simply didn't exist beforehand. Waste was reduced; the quality of life was not.

The U.S. squanders energy (with 6 per cent of the world's population we use 35 per cent of its energy supply) and our energy appetite must be abated. Because of our excess use, we can cut back with less lasting, negative economic effect and still maintain growth.

A flexible monetary policy is part of the answer. In conjunction with penalties, where needed, and incentives for investment, where needed, it will help reduce overconsumption and increase supply.

We should also stop restrictions on profits if we are to satisfy the pressures of the public's overconsumption.

In Brazil, runaway inflation has been drastically reduced (from 90 per cent a year to 20 per cent) by doing some interesting things. If a businessman makes a large profit and

chooses to invest it in a geographic sector of the country that needs investment, he is exempt from taxes. This is the kind of thing the U.S. must do.

The removal of the depletion allowance, the rolling back of prices, curbing profits with controls—these things are not the answer. They show political emotionalism and are short-sighted.

In facing up to inflation, it is useful to take a social approach to solving economic problems, rather than a purely economic approach.

Too many economists have been missing the point of the social and cultural cause-and-effect factors in terms of economic projection.

The most vital ingredient in the economic order in our society may well be something that I call the "human reactive factor," which is the simple human reaction to socio-economic facts. This must be factored into economic projections. The human reactive factor is missing in these projections; yet it is the most vital element in what I feel is the new economics.

Most economists can't readily accept this theory because the human reactive factor cannot readily be quantified. What can't be quantified is discarded by all but a few of our economists today. That is why many of them are now in trouble—the recent record of economic projections, upon the basis of which vital deci-



sions are made in our society, has been dismal.

But human reactive factor assumptions can be made and quantified. Experience in the recent oil crisis gave us a basis for quantifying assumptions of how the public reacted to the economic fact of the embargo, for instance.

The country is in a continuing period of rapidly compounding change, of instant information and communication. The human reactive factor in our McLuhanistic society becomes a force that must be reckoned with.

Some economists have concluded that a certain amount of inflation is necessary—a conclusion based on false economics, in my opinion. There is ample historical evidence to show that there have been periods of excellent economic health in the United States and in the world without price inflation.

Inflation is certainly not a positive factor in real growth. It hampers full employment, and depresses savings. New investment of savings, to satisfy the desire of people to consume, is what makes the economy grow. More prudent, sensible consumption, based on the human reactive factor, is the key to economic stability and solid real growth.

Most so-called "stabilizing programs" to curb inflation fail. Some countries have used manipulated inflations for redistribution of income to people in their societies who will use it. This, at best, can only be temporarily effective. Some monetary policy manipulation temporarily can ease unemployment. But inflation is not a sound economic tool for real growth.

We must focus our attention on necessary changes in production and consumption to break bottlenecks and overcome scarcities. We must increase employment opportunities, build savings—and alter patterns of consumption of goods (just as in the energy crisis) to meet more of the public's basic needs.

Inflation is the villain, not the hero of constant growth. A flexible monetary policy to focus and encourage the positive human reactive factor is the policy to pursue to cool inflation. And incentive, not restriction, will be the basis of successful flexible monetary policy.

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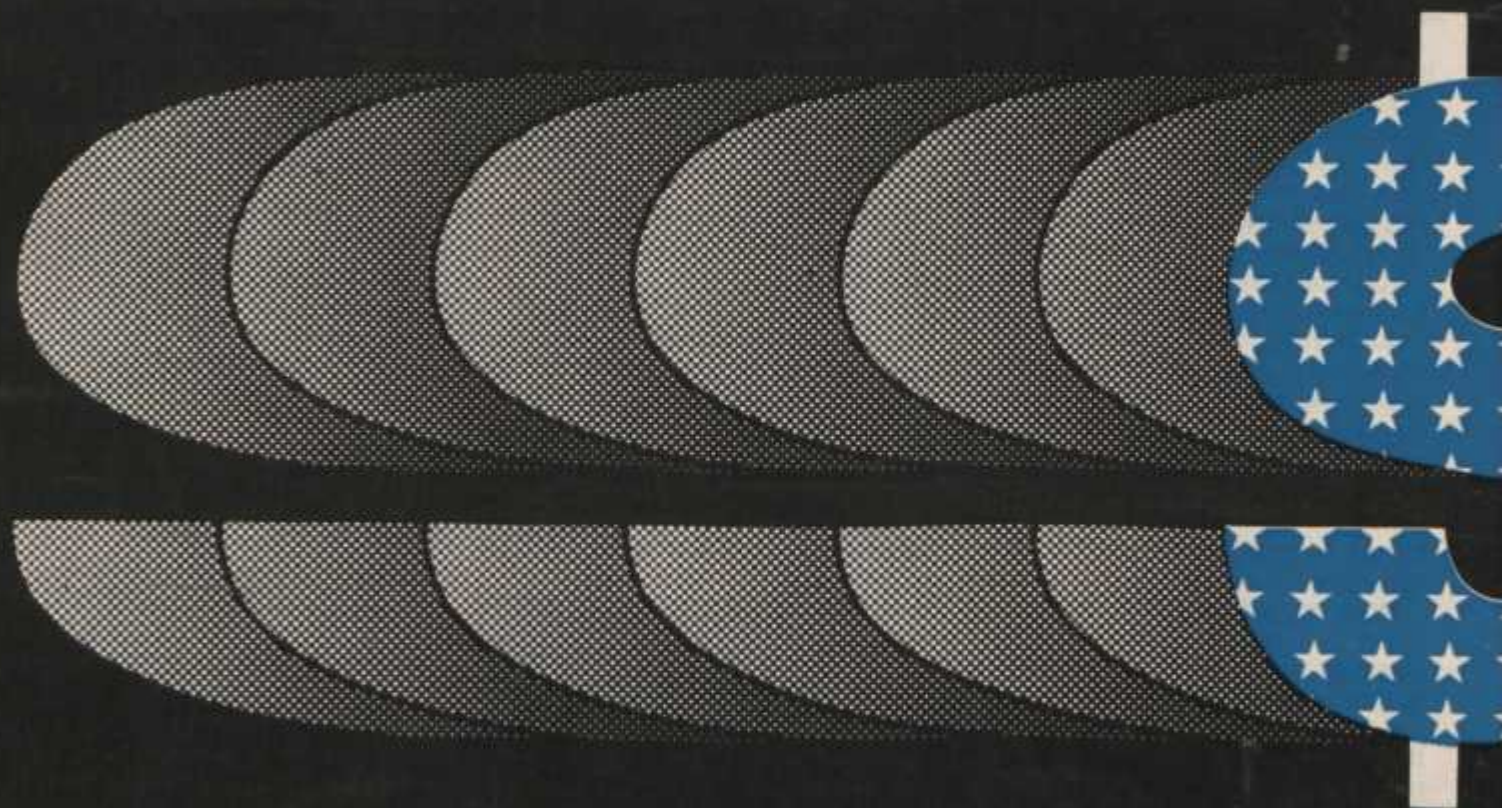
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We've heard enough *talk* about fighting inflation. What we need now is *action*... action that all of us can do something about.

Specifically, we must do what President Ford told us was the "first request" of his Administration: Elect more Senators and Representatives to Congress who have the courage to cut federal spending.

We've been hearing a lot about the *symptoms* of inflation, but not enough about the basic *causes*. Popular belief to the contrary, rising wages and prices do not *cause* inflation. They're its *symptoms*.

The major cause of the inflation confronting our nation is the many years of deficit spending—excessive overspend-

ing—by the federal government, and overexpansion of the money supply to finance the rapidly rising federal debt.

This puts the focus right where President Ford says it belongs—on the Congress, which is the regulator of federal spending. That makes the inflation problem more political than economic. And that's why we can do something about it—by sending to Congress people who will have the wisdom and courage to vote for anti-inflationary measures.

As a public service, the National Chamber has developed a kit of materials to help us—the American voter—vote smarter in the Congressional elections this fall. The kit includes:



# Inflation

President Ford...



1. A quiz for testing our own I.Q. (Inflation Quotient). How can any of us help fight inflation unless we know what it's all about?

2. The voting records of our Senators and Representatives to help us decide whether they have been willing to make the tough choices between spending and fiscal responsibility, and deserve re-election.

3. A quiz for all candidates for Congress, to test their understanding of inflation and how they would vote on key inflation issues if elected.

It is our belief that if more voters understand inflation and what to do about it, we are more likely to do what President Ford told Congress and the American people:

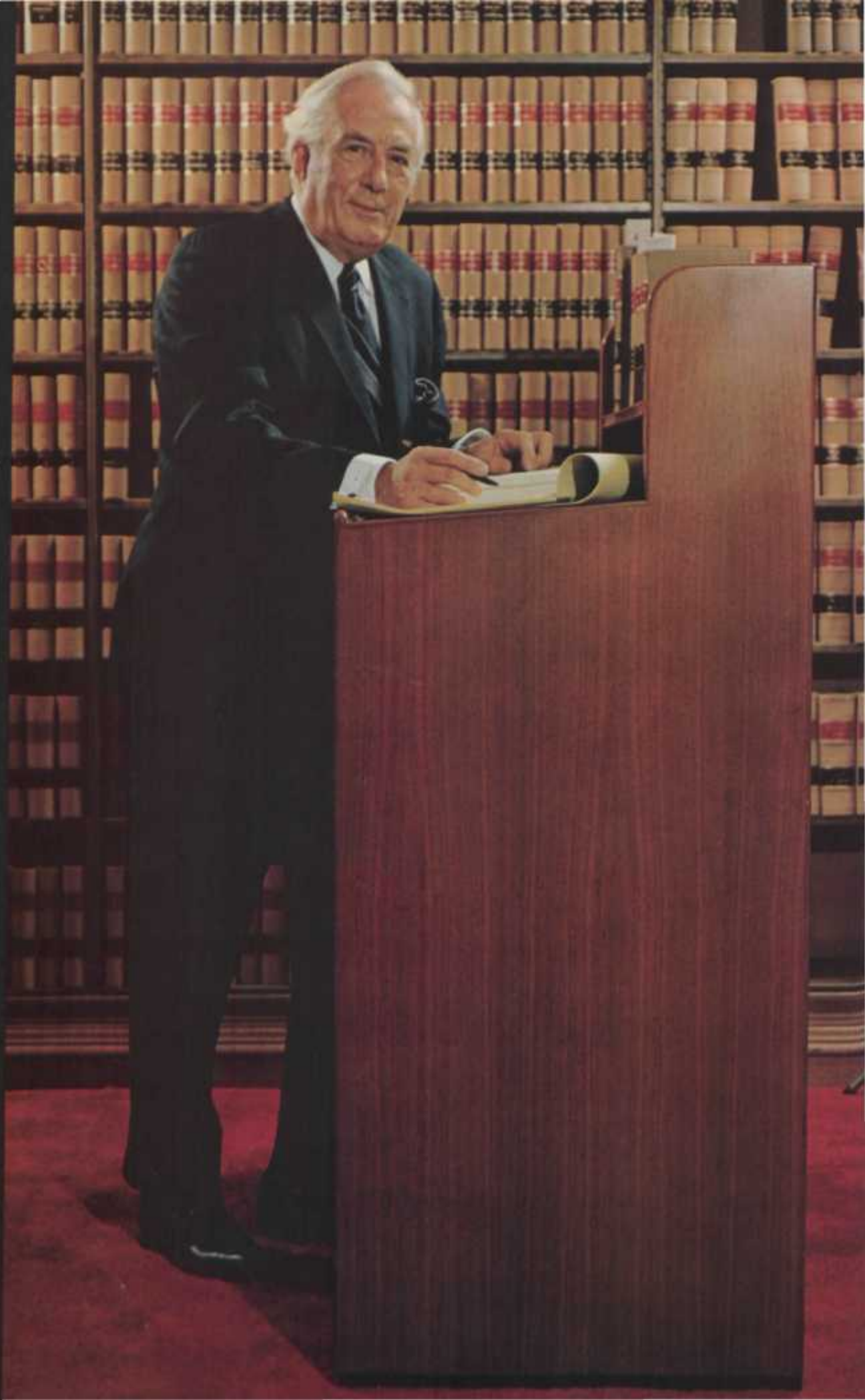
"The first specific request by the Ford Administration is not to Congress but to the voters in the upcoming November elections. It is this: Support your candidates, Congressmen and Senators, Democrats or Republicans, conservative or liberal, who consistently vote for tough decisions to cut the cost of government, restrain federal spending and bring inflation under control."

To help all of us make the right choices for members of Congress, begin by writing to the National Chamber for your free copy of I.Q. (Inflation Quotient) Test. Ask for Kit 3599.

**Chamber of Commerce of the United States**  
Washington, D.C. 20062



The Chief Justice  
frequently works  
on opinions standing  
at this special  
writing desk.





R<sub>x</sub> for Justice:

# Modernize the Courts

BY CHIEF JUSTICE WARREN E. BURGER

I have often suggested that John Marshall, Thomas Jefferson, Alexander Hamilton or John Adams—who were among the best lawyers of the late Eighteenth and early Nineteenth Centuries—could adjust to the practices and procedures of today's courts with only a small amount of briefing. Even their full-flowing hair-styles would not startle anyone.

They would, of course, be overwhelmed by the changes in substantive law—antitrust, administrative law, tax and corporate matters—but for much more than a century, there has been little fundamental change in the way our judicial systems operate.

Legal historians—including Dean Roscoe Pound—thought our judicial systems were not run very well even before the turn of the century. We can hardly expect institutionalized structures, procedures and attitudes that were inadequate by 1900 to serve us well today without some change. The development of the Federal Rules of Civil Procedure in the 1930s was important, but they were no more than a refinement of existing procedure.

In the past decade, we have made some progress toward solving the ever-growing problem of bulging court dockets. In the very recent past, the application of modern techniques of administration, buttressed by the willingness of judges to work harder than ever before, has increased the productivity of the federal courts so that cases are now being handled at a rate 30 per cent higher than five years ago.

This has saved the courts from being completely overwhelmed by a virtual avalanche of cases. But there is much more to do if we are to

achieve a judicial system that gives litigants prompt relief. Despite the progress of recent years, the magnitude of the task facing the courts is awesome at both federal and state levels.

## Work load mounts

With the benefit of changes in the federal system, during 1973 federal District Courts and the United States Courts of Appeals disposed of 148,074 cases, an average of 309.8 for each of the 478 existing active judgeships. This compares to 100,432 cases in 1968, when there were 420 federal judgeships. The median time for a criminal case from original docketing in the District Court to final disposition in the Court of Appeals was cut from 19.8 months in 1968 to 15.8 months in 1973. The median time for a civil suit, two years and two weeks, was reduced to one year and seven months.

But in this same period the number of cases filed rose from 113,136 to 156,623. The backlog in District Courts is about 126,000 cases although, for the first time in 12 years, the District Courts last year disposed of more cases than were filed—albeit a very few more.

I should add that the Supreme Court has seen its own work load leap tremendously. The number of cases coming to us is well over triple what it was a generation ago. In this past term, the Court disposed of 3,748 cases compared to 3,151 five years ago. The actual number of pages of opinions and orders handed down this past term was 4,671 compared to 2,515 a decade ago.

Part of the recent progress in the federal courts is attributable to wider application of established techniques,

as well as to the work of several new institutions that were created out of the realization that courts, no less than corporations, need continuing analysis of their administrative methods, research and development, and means by which new methods can be disseminated.

I confess I have little patience with those who are fearful that efficiency will undermine justice and that, somehow, a skillfully administered court system will be mechanistic, heartless, insensitive to human needs. A court system overcrowded with bewildered litigants, harried judges and overworked personnel cannot provide fair treatment. We cannot deliver justice with inefficient means any more than we can deliver medical care or satisfy other essential human needs without methods that work well.

It has always puzzled me that a nation so willing to adopt, adapt and innovate, so committed to "better mousetraps," up-to-date business machines, the latest in medical equipment and the spending of billions on space exploration, nevertheless tolerates undersupported court systems and archaic judicial procedures that many people considered too cumbersome even 75 and 100 years ago.

The Federal Judicial Center, which began operations in 1968, is the research and development—and educational—arm of the federal judiciary.

So new is the concept of judicial research and development that the Center spends only \$600,000 to study federal court problems and develop new approaches to them. Its R&D budget amounts to one third of 1 per cent of the total federal judicial budget; that R&D budget is, by cor-



## R<sub>x</sub> for Justice: *continued*

porate or federal agency standards, a minute investment. As the value of these Center expenditures is being proven, requests to Congress for greater funding are being made and Congress is responding.

The Center has a very large educational program. One reason is that judges no longer accept the ancient folklore that all lawyers—even the very good ones who are appointed to the federal bench—become qualified to fulfill all the functions of a judge simply by donning a black robe. A judge's role today is far more complex at every level than it was 30 or 40 years ago.

We now bring all newly appointed federal District Court judges to the Center for two weeks of intensive study of their new role, including the techniques of court management. We use experienced federal judges and other specialists as their mentors. At five-year intervals, we bring them back for a refresher seminar, and the Judicial Center constantly keeps them informed of new techniques and methods. The seminars began experimentally in 1961 under sponsorship of the Judicial Conference of the U.S., and they have now been greatly expanded by the Center to include programs for all levels of court personnel.

Still another step has been to create the Conference of Metropolitan Chief Judges from the 22 largest federal District Courts, which last year accounted for 58 per cent of all case terminations in federal District Courts. At these semi-annual meetings, these experienced jurists can pool their knowledge and develop a more or less common attack on the unique problems their courts face.

### Enter management experts

In addition, since 1969 we have developed means to train management specialists to help with administrative burdens. Corporations long ago abandoned the fiction that any bright young man could master all the complexities of a sprawling, multifaceted business establishment. The days are also past when a chief judge, with the help of a secretary and the clerk of the court, can manage the increasingly complex tasks required to keep courts functioning effectively.



*More often than not, the Chief Justice will continue a conference, such as this one with his administrative assistant, Mark W. Cannon, over a working lunch, here being set up in a corner of his spacious offices.*

At the Institute for Court Management, which was established in the fall of 1969, each year 75 carefully selected candidates are given a six-month full-time training course in court administration, and virtually all of them are absorbed into the state and federal judicial systems. In addition, the Institute conducts shorter but intensive training for present personnel.

By 1971, when the first pool of trained court administrators had graduated from the Institute, Congress had created 11 circuit executive

positions. Nine of these positions have been filled to date, and the circuit executives, most of whom have been serving for over a year, are assisting the chief judges of the circuits in their administrative responsibilities, and suggesting innovations in the Courts of Appeals, and sometimes in the District Courts as well.

Congress is also considering bills to create new judgeships, which are greatly needed. In addition, to retain the generally high quality of federal judges, prompt and substantial increases in salaries are essen-



tial. Today a law school graduate can command \$20,000 to start, a sum half the salary of a federal judge, which has been frozen for five years.

Of course, new structures and institutions alone will not solve all our problems. We must be constantly alert to new ideas, new methods, new ways of looking at the judiciary.

The increased productivity in the federal courts can be attributed to new methods such as calendaring plans that center responsibility for each case on one judge; consolidation of all pretrial motions into a single hearing; better utilization of jurors, including the use of six-member juries; improved information on court operations; and, to some extent, the advent of the court executives—who are bringing fresh managerial talent into the system.

Another step in the right direction was creation by Congress of the Commission on Review of the Federal Court Appellate System, chaired by Sen. Roman Hruska of Nebraska. Its first recommendation is that Congress divide the two overburdened federal circuits in the South and West into four circuits, so as to render them administratively manageable.

#### More work for state courts

It is also time to recognize that there must be a reallocation of the work load between federal courts and state courts in order to restore the federal courts to their traditional role as tribunals of special and limited jurisdiction. State courts should take over most of those cases in which the federal jurisdiction rests solely on the fact that the opposing litigants are citizens of different states.

Diversity jurisdiction is a vestige of an early day, a carry-over from the view held in the Eighteenth and early Nineteenth Centuries that a citizen of New Hampshire or Massachusetts could not get a fair trial in the state courts of Virginia or Georgia. We have outgrown such parochialism, and these cases—largely claims for personal and property injury—have no more place in a federal court than an overdue parking ticket.

The problem of fair distribution of

work between federal and state courts is not at all new. The American Law Institute, in 1969, completed a massive eight-year study, at the request of my distinguished predecessor, Chief Justice Earl Warren. We are awaiting action by the Congress on this report, with its important recommendations.

State courts must, of course, be well equipped to handle their mounting burdens, and so equipping them is a goal of the National Center for State Courts, which provides a clearinghouse for research and development on state judges' problems and encourages education of new judges and court personnel. This Center was created in 1970 to give the state courts a central planning, research and development facility.

More than 40 states have created State-Federal Judicial Councils, consisting of the chief judges of the federal and state courts in each state. These Councils contribute an incalculable benefit in reducing the friction and hostility that had grown up between the two systems and in producing long-overdue cooperation on such basic matters as juror utilization and calendaring plans.

More efficient use of our jurors not only saves money, but also contends with the loss of respect for the judicial system that inevitably results when jurors are subjected to unnecessary waiting and inefficiency. Precise measurements of cost benefits in this area are not made easily, but one well-informed person has estimated that up to 20 per cent, or \$100 million annually, of total jury expenses for our federal, state and local courts can be saved by better management.

We have, obviously, the beginnings of ferment and change in the American court systems, but only the beginnings.

Just as poorly run hospitals are dangers to the community, and to their patients, a poorly run judicial system is unjust to litigants and will in time undermine public confidence in the entire system of government.

Everyone who is genuinely concerned with justice—the foundation of our society—must support efforts to modernize courts so that they may administer justice effectively. END

## EXAMINING ENERGY POLICIES

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# How Your Congressman Rates

Here's a chance to compare the way Capitol Hill voting records stack up with union, liberal and conservative groups

The House of Representatives was considering a major agriculture bill that included farm price supports and the food stamp program.

Rep. William L. Dickinson (R-Ala.) offered an amendment, which a clerk read: "A household shall not participate in the food stamp program while its principal wage earner is... on strike."

A sharp debate followed on the issue, long a source of controversy on Capitol Hill.

The vote was ordered. Lights flashed next to members' names on the large display panels of the House electronic voting system.

Rep. Dickinson's amendment passed, 213-203. Among those voting for it was Rep. Robert Michel (R-Ill.), and, against it, Rep. Jonathan Bingham (D-N.Y.).

The votes were cranked into the process by which three Washington-based, nongovernmental organizations evaluate members of Congress and provide a widely used measure of their comparative performance on a broad range of issues.

Their respective stands on food stamps for strikers were among the reasons why Rep. Michel was given a zero rating by both the AFL-CIO's Committee on Political Education and Americans for Democratic Action, and why Rep. Bingham received a zero score from Americans for Constitutional Action. Conversely, Rep. Bingham was rated at 100 per cent by ADA and 91 per cent by COPE, while Rep. Michel got a high mark of 88 from ACA.

(The Senate rejected an amendment to make strikers ineligible for food stamps and the House action was deleted from the final version of the legislation. The fight over the issue continues.)



All three organizations rate members of Congress according to how their votes showed support for the positions the organizations take on selected issues.

ACA uses five criteria in judging the votes—whether they favor (1) sound money; (2) a competitive market system; (3) local government and individual rights; (4) private ownership and control of the means of production and distribution; and (5) strengthening national sovereignty.

In its most recent assessment of Congress, the conservative organization applied those tests to 29 votes by Senators and 27 by Representatives.

COPE assigned a "right" or "wrong" label to 11 votes each by Senators and Representatives on key issues involving organized labor's goals in such areas as minimum wage, rail workers' compensation, efforts to restrict imports and curb multinational companies' production abroad, furthering various social programs and establishing a postcard system for registering voters.

ADA evaluated Senators on 20 votes and Representatives on 25 against a yardstick of how the votes reflected the liberal positions that organization takes in domestic and international affairs. ADA has fought proposals for increased defense spending for new weapons systems and has supported Congressional moves to limit or curtail American economic aid in Southeast Asia.

Among its other stands, it opposed the nomination of Gerald Ford as Vice President, advocated abolition of the House Internal Security Committee, and supported efforts for further delay in the Alaska oil pipeline.

Following is a full listing showing how the three organizations rated members of Congress for their votes during the first session of the 93rd Congress. Names of Senators whose terms end this year appear in capital letters. An asterisk (\*) indicates Senators or Representatives not seeking reelection to their present seats, for various reasons, including retirement, defeat in primaries or campaigns for other elective office. NM-NR indicates a "new member-not rated" at this point.



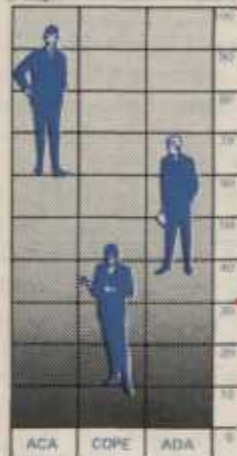
# UNITED STATES SENATE

STATE AND SENATOR	ACA	COPE	ADA
<b>ALABAMA</b>			
ALLEN (D)	70	36	5
Sparkman (D)	46	70	10
<b>ALASKA</b>			
GRAVEL (D)	10	86	65
Stevens (R)	57	60	15
<b>ARIZONA</b>			
Fannin (R)	96	20	0
GOLDWATER (R)	90	43	0
<b>ARKANSAS</b>			
FULBRIGHT (D) (*)	23	67	55
McClellan (D)	78	27	15
<b>CALIFORNIA</b>			
CRANSTON (D)	8	90	85
Tunney (D)	4	82	90
<b>COLORADO</b>			
DOMINICK (R)	78	9	10
Haskell (D)	12	80	85
<b>CONNECTICUT</b>			
RIBICOFF (D)	14	91	90
Weicker (R)	50	50	55
<b>DELAWARE</b>			
Biden (D)	8	80	80
Roth (R)	83	9	40
<b>FLORIDA</b>			
Chiles (D)	35	73	60
GURNEY (R) (*)	82	30	15
<b>GEORGIA</b>			
Nunn (D)	66	40	30
TALMADGE (D)	70	46	15
<b>HAWAII</b>			
Fong (R)	58	36	15
INOUE (D)	15	91	70
<b>IDAHO</b>			
CHURCH (D)	22	78	70
McClure (R)	92	20	25
<b>ILLINOIS</b>			
Percy (R)	17	75	60
STEVENSON (D)	7	82	85
<b>INDIANA</b>			
BAYH (D)	4	91	85
Hartke (D)	4	91	55
<b>IOWA</b>			
Clark (D)	4	82	80
HUGHES (D) (*)	8	75	80

STATE AND SENATOR	ACA	COPE	ADA
<b>KANSAS</b>			
DOLE (R)	82	27	10
Pearson (R)	24	67	45
<b>KENTUCKY</b>			
COOK (R)	48	55	30
Huddleston (D)	15	82	55
<b>LOUISIANA</b>			
Johnston (D)	54	50	35
LONG (D)	41	82	35
<b>MAINE</b>			
Hathaway (D)	4	73	90
Muskie (D)	0	82	95
<b>MARYLAND</b>			
Beall (R)	59	45	25
MATHIAS (R)	4	60	90
<b>MASSACHUSETTS</b>			
Brooke (R)	8	89	70
Kennedy (D)	4	91	90
<b>MICHIGAN</b>			
Griffin (R)	88	18	10
Hart (D)	4	89	85
<b>MINNESOTA</b>			
Humphrey (D)	0	90	85
Mondale (D)	4	90	95
<b>MISSISSIPPI</b>			
Eastland (D)	70	38	5
Stennis (D)	100	25	0
<b>MISSOURI</b>			
EAGLETON (D)	8	80	90
Symington (D)	12	75	75
<b>MONTANA</b>			
Mansfield (D)	7	80	85
Metcalf (D)	34	82	70
<b>NEBRASKA</b>			
Curtis (R)	96	10	0
Hruska (R)	93	18	0
<b>NEVADA</b>			
BIBLE (D) (*)	33	82	55
Cannon (D)	27	82	35
<b>NEW HAMPSHIRE</b>			
COTTON (R) (*)	100	13	0
McIntyre (D)	7	91	65
<b>NEW JERSEY</b>			
Case (R)	3	82	85
Williams (D)	0	91	80

STATE AND SENATOR	ACA	COPE	ADA
<b>NEW MEXICO</b>			
Domenici (R)	89	18	10
Montoya (D)	24	91	40
<b>NEW YORK</b>			
Buckley (R-Cons.)	96	11	15
JAVITS (R)	8	78	55
<b>NORTH CAROLINA</b>			
ERVIN (D) (*)	67	27	10
Helms (R)	100	18	0
<b>NORTH DAKOTA</b>			
Burdick (D)	11	82	80
YOUNG (R)	52	46	5
<b>OHIO</b>			
METZENBAUM (D) (*)		NM-NR	
Taft (R)	60	38	25
<b>OKLAHOMA</b>			
Bartlett (R)	96	9	15
BELLMON (R)	61	27	15
<b>OREGON</b>			
Hatfield (R)	30	33	80
PACKWOOD (R)	36	20	50
<b>PENNSYLVANIA</b>			
SCHWEIKER (R)	17	100	75
Scott (R)	61	55	25
<b>RHODE ISLAND</b>			
Pastore (D)	15	100	75
Pell (D)	7	100	80
<b>SOUTH CAROLINA</b>			
HOLLINGS (D)	44	60	45
Thurmond (R)	89	18	0
<b>SOUTH DAKOTA</b>			
Abourezk (D)	0	89	90
McGOVERN (D)	4	80	80
<b>TENNESSEE</b>			
Baker (R)	73	22	10
Brock (R)	86	30	20
<b>TEXAS</b>			
Bentsen (D)	41	64	55
Tower (R)	92	18	0
<b>UTAH</b>			
BENNETT (R) (*)	86	22	5
Moss (D)	14	91	80
<b>VERMONT</b>			
AIKEN (R) (*)	38	73	40
Stafford (R)	19	73	60





# UNITED STATES SENATE

## STATE AND SENATOR ACA COPE ADA

<b>VIRGINIA</b>			
BYRD (Ind.)	86	0	15
Scott (R)	96	22	10

<b>WASHINGTON</b>			
Jackson (D)	21	100	55
MAGNUSON (D)	13	100	65

<b>WEST VIRGINIA</b>			
Byrd (D)	38	91	60
Randolph (D)	29	90	60

<b>WISCONSIN</b>			
NELSON (D)	4	82	95
Proxmire (D)	28	82	85

<b>WYOMING</b>			
Hansen (R)	96	18	0
McGee (D)	15	89	25

## STATE AND REPRESENTATIVE Dist. ACA COPE ADA

<b>ALABAMA</b>			
1. Edwards (R)	84	9	16
2. Dickinson (R)	96	9	4
3. Nichols (D)	74	36	8
4. Beville (D)	54	80	24
5. Jones (D)	33	90	28
6. Buchanan (R)	77	11	24
7. Flowers (D)	60	55	16

<b>ALASKA</b>			
Young (R)	74	64	12

<b>ARIZONA</b>			
1. Rhodes (R)	73	0	4
2. Udall (D)	8	82	84
3. Steiger (R)	100	11	0
4. Conlan (R)	100	18	8

<b>ARKANSAS</b>			
1. Alexander (D)	38	75	44
2. Mills (D)	29	75	12
3. Hammerschmidt (R)	71	11	4
4. Thornton (D)	26	60	48

<b>CALIFORNIA</b>			
1. Clausen (R)	81	20	8
2. Johnson (D)	22	91	56
3. Moss (D)	9	100	80
4. Leggett (D)	10	88	64
5. Burton, P. (D)	8	100	100
6. Burton, J. (D)	NM-NR		
7. Dellums (D)	11	91	92
8. Stark (D)	16	100	92
9. Edwards (D)	12	100	100
10. Gubser (R) (*)	68	9	4
11. Ryan (D)	27	90	64
12. Talcott (R)	82	10	0
13. Largomarsino (R)	NM-NR		
14. Waldie (D) (*)	12	88	76
15. McFall (D)	15	82	48
16. Sisk (D)	17	82	56
17. McCloskey (R)	15	64	76
18. Mathias (R)	70	18	20
19. Hollifield (D) (*)	14	91	52
20. Moorhead (R)	96	0	4
21. Hawkins (D)	14	91	88
22. Corman (D)	12	89	76
23. Clawson (R)	100	10	0
24. Rousselot (R)	96	9	8
25. Wiggins (R)	86	10	12
26. Rees (D)	4	91	96
27. Goldwater (R)	96	9	4
28. Bell (R)	29	67	36
29. Danielson (D)	5	88	60
30. Roybal (D)	8	91	92
31. Wilson, C. (D)	30	91	80
32. Hosmer (R) (*)	75	0	0

## STATE AND REPRESENTATIVE Dist. ACA COPE ADA

<b>CALIFORNIA continued</b>			
33. Pettis (R)	77	36	16
34. Hanna (D) (*)	11	88	48
35. Anderson (D)	8	91	92
36. Ketchum (R)	92	0	0
37. Burke (D)	6	88	68
38. Brown (D)	13	91	88
39. Hinshaw (R)	92	9	4
40. Wilson, B. (R)	80	30	0
41. Van Deerlin (D)	8	91	80
42. Burgener (R)	92	10	4
43. Veysey (R)	84	11	8

<b>COLORADO</b>			
1. Schroeder (D)	20	91	96
2. Brozman (R)	64	18	28
3. Evans (D)	8	73	84
4. Johnson (R)	67	27	48
5. Armstrong (R)	92	0	8

<b>CONNECTICUT</b>			
1. Cotter (D)	27	100	80
2. Steele (R) (*)	37	91	68
3. Gialmo (D)	23	91	76
4. McKinney (R)	40	73	52
5. Sarasin (R)	48	55	40
6. Grasso (D) (*)	15	100	80

<b>DELAWARE</b>			
Du Pont (R)	48	36	52

<b>FLORIDA</b>			
1. Sikes (D)	73	36	4
2. Fuqua (D)	60	40	20
3. Bennett (D)	70	45	36
4. Chappell (D)	61	30	8
5. Gunter (D) (*)	48	55	44
6. Young (R)	92	27	16
7. Gibbons (D)	27	73	52
8. Haley (D)	78	36	16
9. Frey (R)	88	9	16
10. Bafalis (R)	88	18	16
11. Rogers (D)	67	36	48
12. Burke (R)	87	31	12
13. Lehman (D)	8	90	76
14. Pepper (D)	9	100	56
15. Fawcett (D)	7	91	88

<b>GEORGIA</b>			
1. Ginn (D)	56	64	40
2. Mathis (D)	80	10	8
3. Brinkley (D)	67	27	24
4. Blackburn (R)	95	11	4
5. Young (D)	4	100	92



STATE AND  
REPRESENTATIVE

Dist. ACA COPE ADA

GEORGIA *continued*

6. Flynt (D)	88	0	8
7. Davis (D)	43	80	24
8. Stuckey (D)	62	55	28
9. Landrum (D)	73	20	16
10. Stephens (D)	57	30	16

## HAWAII

1. Matsunaga (D)	7	90	84
2. Mink (D)	11	91	96

## IDAHO

1. Symms (R)	96	9	8
2. Hansen (R)	44	30	28

## ILLINOIS

1. Metcalfe (D)	5	100	72
2. Murphy (D)	4	91	72
3. Hanrahan (R)	89	20	12
4. Derwinski (R)	100	9	12
5. Kluczynski (D)	13	100	64
6. Collier (R) (*)	80	18	8
7. Collins (D)	6	100	95
8. Rostenkowski (D)	16	100	68
9. Yates (D)	12	100	96
10. Young (R)	68	9	16
11. Annunzio (D)	15	100	72
12. Crane (R)	100	18	8
13. McClory (R)	63	0	36
14. Erlenborn (R)	60	0	20
15. Arends (R) (*)	84	9	0
16. Anderson (R)	46	27	36
17. O'Brien (R)	68	27	16
18. Michel (R)	88	0	0
19. Railsback (R)	33	36	40
20. Findley (R)	58	27	56
21. Madigan (R)	73	27	16
22. Shipley (D)	46	91	48
23. Price (D)	12	100	72
24. Gray (D) (*)	5	89	44

## INDIANA

1. Madden (D)	11	100	80
2. Landgrebe (R)	95	22	12
3. Brademas (D)	7	100	96
4. Roush (D)	15	80	80
5. Hillis (R)	72	50	16
6. Bray (R)	83	9	0
7. Myers (R)	79	10	4
8. Zion (R)	85	9	0
9. Hamilton (D)	4	73	80
10. Dennis (R)	89	0	8
11. Hudnut (R)	92	10	0

STATE AND  
REPRESENTATIVE

Dist. ACA COPE ADA

## IOWA

1. Mezvinsky (D)	11	82	96
2. Culver (D) (*)	4	82	92
3. Gross (R) (*)	96	9	20
4. Smith (D)	13	82	64
5. Scherle (R)	77	18	4
6. Mayne (R)	58	0	12

## KANSAS

1. Sebelius (R)	67	9	8
2. Roy (D) (*)	21	82	68
3. Winn (R)	68	27	20
4. Shriver (R)	68	18	8
5. Skubitz (R)	60	18	20

## KENTUCKY

1. Stubblefield (D) (*)	52	55	20
2. Natcher (D)	26	82	52
3. Mazzoli (D)	26	64	80
4. Snyder (R)	85	27	20
5. Carter (R)	52	60	16
6. Breckinridge (D)	15	73	40
7. Perkins (D)	15	100	60

## LOUISIANA

1. Hebert (D)	60	40	4
2. Boggs (D)	10	91	67
3. Treen (R)	100	10	0
4. Waggonner (D)	78	20	0
5. Passman (D)	54	60	16
6. Rarick (D)	90	20	16
7. Breaux (D)	41	90	28
8. Long (D)	27	91	40

## MAINE

1. Kyros (D)	8	100	80
2. Cohen (R)	27	64	52

## MARYLAND

1. Bauman (R)	87	33	0
2. Long (D)	33	70	64
3. Sarbanes (D)	7	100	92
4. Holt (R)	93	27	4
5. Hogan (R) (*)	70	45	0
6. Byron (D)	73	45	20
7. Mitchell (D)	4	91	100
8. Gude (R)	23	64	76

## MASSACHUSETTS

1. Conte (R)	22	50	60
2. Boland (D)	8	100	80
3. Donohue (D) (*)	8	100	84
4. Drinan (D)	7	91	100
5. Cronin (R)	38	82	56
6. Harrington (D)	4	91	100
7. Macdonald (D)	15	100	72

STATE AND  
REPRESENTATIVE

Dist. ACA COPE ADA

MASSACHUSETTS *continued*

8. O'Neill (D)	16	91	76
9. Moakley (D)	11	100	88
10. Heckler (R)	22	91	72
11. Burke (D)	11	100	80
12. Studds (D)	11	100	92

## MICHIGAN

1. Conyers (D)	11	100	72
2. Esch (R)	43	30	60
3. Brown (R)	65	9	20
4. Hutchinson (R)	93	9	4
5. VanderVeen (D)	NM-NR		
6. Chamberlain (R) (*)	72	9	4
7. Riegle (D)	10	82	76
8. Traxler (D)	NM-NR		
9. Vander Jagt (R)	46	18	16
10. Cederberg (R)	78	9	0
11. Ruppe (R)	46	20	28
12. O'Hara (D)	12	80	80
13. Diggs (D)	4	91	76
14. Nedzi (D)	12	91	80
15. Ford (D)	19	100	80
16. Dingell (D)	12	100	80
17. Griffiths (D) (*)	20	80	48
18. Huber (R)	100	22	0
19. Broomfield (R)	71	9	20

## MINNESOTA

1. Quie (R)	54	9	24
2. Nelson (R) (*)	65	9	12
3. Frenzel (R)	44	9	52
4. Karth (D)	4	91	72
5. Fraser (D)	4	80	96
6. Zwach (R) (*)	63	0	28
7. Bergland (D)	4	82	84
8. Blatnik (D) (*)	6	75	44

## MISSISSIPPI

1. Whitten (D)	74	30	12
2. Bowen (D)	56	27	24
3. Montgomery (D)	85	18	4
4. Cochran (R)	81	9	8
5. Lott (R)	84	10	4

## MISSOURI

1. Clay (D)	8	100	92
2. Symington (D)	8	90	80
3. Sullivan (D)	24	100	64
4. Randall (D)	44	80	36
5. Bolling (D)	9	90	52
6. Litton (D)	32	73	52
7. Taylor (R)	87	18	4
8. Ichord (D)	79	45	8
9. Hungate (D)	37	91	68
10. Burlison (D)	38	82	56



# UNITED STATES HOUSE OF REPRESENTATIVES

## STATE AND REPRESENTATIVE

Dist. ACA COPE ADA

### MONTANA

1. Shoup (R)	74	25	20
2. Melcher (D)	19	82	76

### NEBRASKA

1. Thone (R)	63	9	40
2. McCollister (R)	74	0	4
3. Martin (R) (*)	80	0	0

### NEVADA

Towell (R)	81	30	0
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### NEW HAMPSHIRE

1. Wyman (R) (*)	70	27	4
2. Cleveland (R)	63	36	20

### NEW JERSEY

1. Hunt (R)	79	22	4
2. Sandman (R)	71	33	8
3. Howard (D)	4	100	88
4. Thompson (D)	5	100	64
5. Frelinghuysen (R) (*)	70	10	20
6. Forsythe (R)	37	55	44
7. Widnall (R)	50	55	24
8. Roe (D)	22	100	68
9. Helstoski (D)	11	100	88
10. Rodino (D)	8	100	92
11. Minish (D)	22	100	84
12. Rinaldo (R)	44	91	48
13. Maraziti (R)	65	73	16
14. Daniels (D)	19	100	80
15. Patten (D)	12	100	80

### NEW MEXICO

1. Lujan (R)	76	30	20
2. Runnels (D)	50	67	32

### NEW YORK

1. Pike (D)	35	82	68
2. Grover (R)	76	27	8
3. Roncallo (R)	64	30	16
4. Lent (R)	68	22	8
5. Wyder (R)	58	36	16
6. Wolff (D)	22	91	80
7. Addabbo (D)	20	100	80
8. Rosenthal (D)	12	100	100
9. Delaney (D)	38	100	44
10. Biaggi (D)	25	100	48
11. Brasco (D)	13	100	80
12. Chisholm (D)	11	100	92
13. Podell (D)	5	100	72
14. Rooney (D) (*)	0	86	12
15. Carey (D) (*)	0	100	72
16. Holtzman (D)	11	100	96
17. Murphy (D)	17	100	48

## STATE AND REPRESENTATIVE

Dist. ACA COPE ADA

### NEW YORK continued

18. Koch (D)	13	91	96
19. Rangel (D)	8	100	92
20. Abzug (D)	7	100	100
21. Badillo (D)	13	100	72
22. Bingham (D)	0	91	100
23. Peyser (R)	35	82	40
24. Reid (D) (*)	4	90	84
25. Fish (R)	29	50	44
26. Gilman (R)	44	63	48
27. Robison (R) (*)	54	9	44
28. Stratton (D)	31	100	36
29. King (R)	83	18	0
30. McEwen (R)	67	0	8
31. Mitchell (R)	75	36	12
32. Hanley (D)	17	80	60
33. Walsh (R)	50	67	16
34. Horton (R)	36	64	44
35. Conable (R)	63	0	20
36. Smith (R) (*)	65	22	28
37. Dulski (D) (*)	14	100	60
38. Kemp (R)	80	33	12
39. Hastings (R)	59	27	16

### NORTH CAROLINA

1. Jones (D)	73	30	16
2. Fountain (D)	74	18	20
3. Henderson (D)	60	40	24
4. Andrews (D)	50	45	48
5. Mizell (R)	88	9	0
6. Preyer (D)	37	55	52
7. Rose (D)	38	40	44
8. Ruth (R)	85	0	0
9. Martin (R)	88	9	12
10. Broyhill (R)	82	18	8
11. Taylor (D)	58	36	20

### NORTH DAKOTA

Andrews (R)	41	45	28
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### OHIO

1. Luken (D)	NM-NR		
2. Clancy (R)	96	9	0
3. Whalen (R)	11	73	84
4. Guyer (R)	72	20	12
5. Latta (R)	85	9	0
6. Harsha (R)	71	0	16
7. Brown (R)	71	0	8
8. Powell (R) (*)	100	9	0
9. Ashley (D)	9	70	92
10. Miller (R)	85	9	28
11. Stanton (R)	63	27	28
12. Devine (R)	92	9	0

## STATE AND REPRESENTATIVE

Dist. ACA COPE ADA

### OHIO continued

13. Mosher (R)	23	45	80
14. Seiberling (D)	7	100	100
15. Wylie (R)	74	27	24
16. Regula (R)	68	18	28
17. Ashbrook (R)	95	20	12
18. Hays (D)	28	100	48
19. Carney (D)	9	100	76
20. Stanton (D)	12	100	68
21. Stokes (D)	10	100	68
22. Vanik (D)	11	100	92
23. Minshall (R) (*)	88	0	8

### OKLAHOMA

1. Jones (D)	54	55	28
2. McSpadden (D) (*)	36	60	24
3. Albert (D)			

*As speaker of the House, Mr. Albert does not cast a sufficient number of votes to be rated*

4. Steed (D)	46	82	32
5. Jarman (D)	76	18	4
6. Camp (R)	70	0	0

### OREGON

1. Wyatt (R) (*)	50	44	28
2. Ullman (D)	23	70	52
3. Green (D) (*)	52	33	24
4. Dellenback (R)	44	18	64

### PENNSYLVANIA

1. Barrett (D)	8	100	76
2. Nix (D)	5	100	84
3. Green (D)	0	100	84
4. Eilberg (D)	12	100	80
5. Ware (R) (*)	73	0	8
6. Yatron (D)	19	100	76
7. Williams (R) (*)	65	36	12
8. Biester (R)	19	80	64
9. Shuster (R)	85	9	4
10. McDade (R)	22	82	48
11. Flood (D)	15	100	56
12. Murtha (D)	NM-NR		
13. Coughlin (R)	48	27	36
14. Moorhead (D)	0	100	84
15. Rooney (D)	13	91	60
16. Eshleman (R)	62	18	16
17. Schneebeli (R)	72	0	8
18. Heinz (R)	30	56	60
19. Goodling (R) (*)	93	18	0
20. Gaydos (D)	26	100	80
21. Dent (D)	22	100	60
22. Morgan (D)	13	100	60
23. Johnson (R)	69	9	0
24. Vigorito (D)	16	90	72
25. Clark (D)	30	100	40



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## RHODE ISLAND

1. St. Germain (D)	8	100	80
2. Tiernan (D)	12	100	80

## SOUTH CAROLINA

1. Davis (D)	50	80	28
2. Spence (R)	85	18	0
3. Dorn (D) (*)	71	45	8
4. Mann (D)	67	0	24
5. Gettys (D) (*)	70	30	12
6. Young (R)	85	11	4

## SOUTH DAKOTA

1. Denholm (D)	33	82	68
2. Abdnor (R)	76	11	4

## TENNESSEE

1. Quillen (R)	75	0	0
2. Duncan (R)	85	18	12
3. Baker (R)	93	10	0
4. Evins (D)	19	78	36
5. Fulton (D)	28	91	60
6. Beard (R)	89	10	0
7. Jones (D)	48	56	24
8. Kuykendall (R)	78	9	0

## TEXAS

1. Patman (D)	21	89	24
2. Wilson (D)	32	91	48
3. Collins (R)	100	9	0
4. Roberts (D)	67	33	12
5. Steelman (R)	72	10	32
6. Teague (D)	61	44	20
7. Archer (R)	96	9	8
8. Eckhardt (D)	8	100	92
9. Brooks (D)	25	100	48
10. Pickle (D)	42	45	48
11. Poage (D)	58	36	20
12. Wright (D)	24	80	40
13. Price (R)	90	0	0
14. Young (D)	41	80	28
15. de la Garza (D)	54	60	24
16. White (D)	52	36	28
17. Burfeson (D)	80	9	0
18. Jordan (D)	4	100	92
19. Mahon (D)	61	20	8
20. Gonzalez (D)	19	91	60
21. Fisher (D) (*)	53	17	0
22. Casey (D)	62	36	12
23. Kazen (D)	44	64	28
24. Milford (D)	67	36	16

## UTAH

1. McKay (D)	20	70	44
2. Owens (D)	26	100	76

## VERMONT

Mallory (R) (*)	46	10	44
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# STATE AND REPRESENTATIVE

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## VIRGINIA

1. Downing (D)	76	22	8
2. Whitehurst (R)	88	18	0
3. Satterfield (D)	92	18	0
4. Daniel, R.W. (R)	85	18	0
5. Daniel, W.C. (D)	85	18	4
6. Butler (R)	78	0	0
7. Robinson (R)	85	9	0
8. Parris (R)	88	9	5
9. Wampler (R)	78	18	4
10. Broyhill (R)	80	9	0

## WASHINGTON

1. Pritchard (R)	33	45	68
2. Meeds (D)	4	82	92
3. Hansen (D) (*)	17	90	48
4. McCormack (D)	21	89	72
5. Foley (D)	19	91	84
6. Hicks (D)	30	91	64
7. Adams (D)	21	100	92

## WEST VIRGINIA

1. Mollohan (D)	24	100	40
2. Staggers (D)	19	100	64
3. Slack (D)	33	100	44
4. Hechler (D)	22	100	88

## WISCONSIN

1. Aspin (D)	12	90	88
2. Kastenmeier (D)	20	82	100
3. Thomson (R)	48	18	20
4. Zablocki (D)	22	82	56
5. Reuss (D)	8	91	88
6. Steiger (R)	60	9	32
7. Obey (D)	19	70	96
8. Froehlich (R)	89	18	16
9. Davis (R)	83	0	0

## WYOMING

Roncalio (D)	27	100	72
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END

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# How to Find Enough Time

Too few hours in your workday? These tools will help you carve out many more

Pressed for time? Who isn't, in the business world?

You're caught in the executive's time squeeze. How do you ease the pressure, without letting important things slide or fall apart?

Others, including many top corporate figures, successfully use tools that you, too, can employ.

The key to time mastery is no mystery. It's planning. Yet a manager will say sincerely: "I just haven't time to plan. I come in, the phone rings, things happen. The day's shot before I know it."

If so, perhaps it's because he doesn't have something that's a must for systematic planning—a foundation.

A record book, believe it or not, is about the most universally useful tool for building that foundation. Such a notebook can and should be a simple one—if it has certain key features.

The name of the game is convenience. The book will be a tool for you to use personally. Nobody can do an executive's personal planning for him, so it should be at your fingertips anytime you need it. Pocket size is convenient for managers who are frequently out of the office; a larger size is fine for desk use. Some people, including myself, employ both in combination.

## All in one

Make the book multipurpose, to serve you best. Unify all daily functions and records, even expenses, in a roomy one- or two-page spread for each day of the year. And keep supplementary materials—address/phone list, credit cards, calendar and such—in the same memo and planning book.

That's where many managers miss out.

CHESTER BURGER, author of this article, heads the New York management consulting firm, Chester Burger & Co., Inc., which serves public relations firms and the public relations departments of major corporations. He has written several books on management subjects and is a director of a number of corporations.



Their records are scattered, difficult to find and use.

Orderly arrangement—a functionalized format—is crucial. You can buy a blank notebook and lay in a format, or buy one ready-printed for personal executive use.

I use a ready-made one. My pocket edition includes 12 separate booklets, one for each month, and a wallet to carry the current monthly booklet and supplementary materials. The desk version is a single loose-leaf volume.

The format comprises a two-page spread for each day, divided into separate sections for appointments and things to do at a certain hour; other things to do that day; expenses; and a page for diary notes of services performed. On this page you can record when you undertook any action and the length of time you gave it, by virtue of a time-scale down the side of the page.

Such a unified personal planning aid gives you virtually a portable office.

A daily expense section lets the manager make on-the-spot records of travel, entertainment and other out-of-pocket costs easily mislaid or forgotten. I even put credit card charge receipts in my traveling notebook. Back at the office they're stapled to the desk book pages for the days on which each expenditure occurred. It takes just seconds and the record is permanent. On the sole occasion I was audited by the Internal Revenue Service, my accountant merely showed the federal man the record books. It convinced him on the spot.

Henry A. Barnes, late New York City traffic commissioner, kept a daily record book. As reported by one national magazine, Mr. Barnes was accused of being improperly influenced by a traffic meter manufacturer. The supposed evidence was a photostat of a bill showing the manufacturer had paid for a Beverly Hills hotel room for a Henry Barnes—nearly two years previously.

Mr. Barnes coolly produced a business diary showing he'd been in Baltimore that day and had dined at





*Proper planning*



*Have portable office*

a friend's home. Apologies. Wrong Barnes. Case closed.

Compact calendar pages for coming months permit you, no matter where you are, to confirm an appointment for a week, a month, or even several months ahead. No wheel-spinning in checking later.

Such pages, and a slim phone/address book, should be standard components of your portable office. The containing wallet can also house ready-reference data. I've known the latter to include a table of wine vintage years, family clothing sizes, machine tool tolerances, weight-watcher's data, subordinates' vacation times, and stocks' price/earnings ratio tables.

### Secrets of scheduling

Clever scheduling frees far more time than it absorbs. Crawford I. Greenewalt, when he was Du Pont board chairman, said he found that every hour he spent planning saved three to four in execution. With a planner book, you can write your schedule down. One marketing manager I know estimates he saves more than 100 hours yearly just by keeping weekly schedules in front of him.

Ace managers advise: Schedule similar tasks together. In tackling kindred jobs one after another, most people hit a pace that knocks off chores in amazingly short order.

Dictating letters all in one session is one example. Here's a tip from a steel company vice president: He reads all mail in one sitting, and acts on each letter immediately. No to-be-answered file. He almost never has to reread and collect his thoughts all over again.

Phone calls can be clustered for hours in which you're most likely to get your parties. Patterns vary by city and profession. What are the best telephoning times in your situation? It could pay to take 10 minutes and think it out.

Incoming phone calls can similarly be handled at your convenience. A secretary can take all calls, jot down the name of each caller and, when tactful, the

subject, and hand you the log for action. Are gobs of your time sponged up by talks in your office? Conferring by phone can eliminate many visits.

As to the rest, scheduling can be very helpful indeed. Witness the way President Eisenhower handled it.

Ike "organizes his time so that he has as many appointments as possible in the morning, thereby leaving an uninterrupted afternoon," disclosed his press secretary. "The President makes every minute count."

You can minimize time spent with each visitor—and maximize results—if you estimate the time each visit should take, and schedule one visit to terminate another. Diplomatically, let each person know the time the next visitor is due. It's a tactful way to set a deadline.

Almost invariably, your guest will get just as much ground covered with fewer words. You will, too. Time is saved for both. Communications experts assert that nearly any subject, on any scale of importance, can be thoroughly covered in a one-hour maximum. So set tight talk-time limits. You may be pleasantly surprised.

Your plan should make allowance for the hours of the day when you work at your best. Many people work best in late morning, decline in efficiency after lunch, pick up again for a final spurt from three p.m. to four, and then taper off.

Such patterns, perhaps, are formed in early childhood. By the time you become a corporate executive, yours are strongly set. Don't fight them. When you plan your day's activities, consider your personal cycle. Schedule your most important activities for the hours when you're at your peak.

And here's a tip from the chief of one of the nation's leading fashion firms: Start the day with requests for action by others. Then their services will be under way while you tackle other things.

Many things needn't be done at a certain appointed hour—but they surely need doing. For such tasks the canny time-master uses his to-be-done-today notebook heading and applies the golden rule of managing: De-





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## How to Find Enough Time

*continued*

cide what's really most important, list work in that order, start at the top of the list, and—short of dire emergency—stick with each task until it's finished.

Simple, yes. But it takes mental discipline and firmly built habit, and you'd be surprised how many executives just can't handle it.

In one case, a prestigious public relations agency was nearly torpedoed by absence of this ability.

The firm was losing accounts but didn't know why. In confidential interviews, its clients repeatedly told me the same story. The outfit's work was top-drawer, but always late. When publicity campaigns are breaking, you can't be late, even sometimes.

The trail led to the agency's principal. Always super-busy but always disorganized, he just couldn't handle time. He missed deadlines. Subordinates (in part unconsciously) took their cue from him and low-rated deadlines, too. In addition, his delays impeded their deadlines.

His problem was rooted in personality traits. Faced with business collapse, he fought back. For him, it was tough. He began to use a time-planner book for self-reminders of every deadline, flagged two weeks ahead of schedule. He slated a once-a-week personal contact with every client. He stuck with it. He saved his business.

To whip time, you have to really want to do it.

### Plugging other leaks

To help spot time leaks, keep notes in your daybook occasionally to show where your time goes. Reading and writing reports, for example, is a common clock-killer. Both can be streamlined by an improved report-writing method. (You might want your report-writing subordinates to try this, too.)

Don't wrestle to start your first draft with the "main idea." Relax. Dictate or write things as they come to mind. Then, after your draft is typed, choose the leading idea (often, it turns out to be near the beginning after all). Organize, be sure to condense, and lastly write a brief foreword outline for those readers who will need only the gist of the report.

Some years ago, Edwin A. Locke Jr., when he was president of Union Tank Car Co., said "verbal incompetence" probably costs corporations more than thefts and embezzlements. Terse report-writing can save much costly management time.

There's a wealth of other ways to help master the time squeeze. A book on fast-reading techniques, for example, can save you almost unnumbered hours.

But don't forget: In a Research Institute of America survey, managers were asked: "What is your biggest time-saver on the job?"

The single most important factor, they answered, is "planning." END

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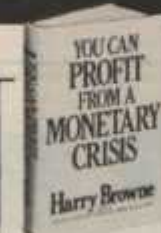
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# A New Partnership

Businessmen and diplomats—they're working toward the same goals

The year ahead will be a testing time both for the U.S. government and U.S. international corporations as they enter a new era of government-business cooperation.

They share a joint stake across the whole spectrum of economic foreign policy problems: world-wide inflation . . . energy and material shortages . . . trade, investment and monetary issues . . . sensitive commercial relations and negotiations with Western Europe, Japan, Latin America, the Middle East, the communist na-

tions and the developing nations.

The year ahead may well prove to be the one in which the community of nations begins either to build stronger bonds of unity through commercial and economic cooperation or to disintegrate into a squabbling trade war and world depression.

This country cannot abdicate its role as the world's strongest power. The world is looking to the United States—to both the public and private sector—for statesmanship in international economic policy.

Fortunately, American businessmen are learning to act like diplomats and diplomats like businessmen, at a time when neither sector can afford the luxury of going it alone. Government and corporate leaders are learning the crucial interdependence of diplomacy, profits and public affairs programs.

State Department Foreign Service officers are being forced to learn—and are learning—their joint stake with business. In parallel, officials of U.S. international corporations are

*This article was written by Michael J. Johnson, director of the State Department's Office of Private Cooperation, and Gene E. Bradley, president of the International Management and Development Institute. Mr. Johnson previously served as executive secretary of the White House Council on International Economic Policy. Mr. Bradley is a former president of the International Management Association and has been a General Electric Co. executive.*





being forced to learn—and are learning—how to work with government in doing business so as to satisfy both the host community abroad and the share owners back in the U.S.

At the same time, distrust of both U.S. foreign policy and U.S. corporate policy on every continent is concretely manifested in criticisms of the multinational corporation, such as the recently released United Nations study by the Group of Eminent Persons; restrictive legislation imposed by governments; and, at the extreme, the isolated but fearsome kidnappings of government and business officials by radical groups.

Paradoxically, this distrust is occurring even as government and business are being called upon to do more for society—in conserving the earth's scarce resources, fighting inflation, creating jobs, ending shortages, increasing international trade, meeting the needs of underprivileged peoples at home and in the "Third World," solving the energy crisis, reducing pollution, and so forth—all this with

a fair return to corporate share owners and taxpayers.

In the face of this breakdown of confidence and the scramble for resources in the world economic arena, Arnold Toynbee's recent warning sounds especially ominous:

"In all 'developed' countries a new way of life—a severely regimented way—will have to be imposed by a ruthless authoritarian government. . . . The effect will be the abolition of free enterprise."

Dr. Toynbee could be right if we ignore his warning.

### Getting the message

However, both U.S. business and government leaders are clearly getting the message. They are working in Washington and capitals abroad to bury the adversary concept which historically has often separated American government and business.

For example, fruits of economic research by the major business organizations are informally shared with key officials in the federal govern-

ment and vice versa. The result is that, more than ever before, information is available to decision-makers when it is most needed.

As another example, State Department rating officers are directed to comment in performance evaluations upon the rated person's concern for American business interests and his effectiveness in this area.

Secretary of State Henry A. Kissinger addressed himself to this same point when he cabled all embassies and consular posts last December: "I am determined that the Foreign Service prove itself fully capable of exceptional performance in its overseas commercial role. Measures that have recently been taken to strengthen our effectiveness in this area have my total support. However, we must go much further towards making commercial expertise a trademark of the Department and the Service."

There has been a significant commitment by the State Department to work with the U.S. international business community to improve the



*Ceremonies usually signal completion of one of the schools being built by Ford Motor Co. in a unique program in Mexico involving company, dealers and communities. More than 70,000 students are enrolled in these schools, which become a part of the government education system. The local community takes on maintenance chores.*



## A New Partnership *continued*

climate for business and diplomacy overseas.

Foundations for this initiative were laid three years ago by Assistant Secretary of State John Richardson Jr. In a major policy address he set forth four basic points about the role of business in American foreign affairs:

- First, that American business—quite apart from its economic role—is a major force for good in world affairs. As one example, it is helping to spread world-wide the application of American management techniques and practices.
- Second, that this power derives at least in part from the ability of the U.S. international corporation to communicate what is good about America's open society. American business, through teaching a pragmatic approach to problem-solving and a democratic approach to the organization of people, is a constructive force, favorably affecting the context of our diplomacy.
- Third, that American business should put at least as much emphasis

abroad as it does here on public affairs programs, civic, cultural, and humanitarian, and that at least as much thought be devoted to the policies affecting its public posture in each country where it does business abroad as such policies receive at home.

- Fourth, that the multinational corporation is both the most powerful and the least understood socioeconomic force on the globe today; and it is often misunderstood because—by its nature—it is an instrument of change.

Change is often disturbing and unsettling. As Walter B. Wriston, chairman of Citicorp, phrases it: "Agents of change involve new ideas and values. They have never been welcome in any society. . . . It should not surprise us, therefore, that the world corporation is sometimes unwelcome even though it is the carrier of technology which is the best hope of closing the gap between the very rich and the very poor."

Foreign leaders and U.S. corporate

officials, therefore, increasingly measure the results of overseas operations not just on financial balance sheets but also, more importantly, on the socioeconomic scale of national and human development—in creating jobs, training people, developing skilled managers, transferring technology and producing goods and services.

Recognizing the potential of the U.S. private sector in the conduct of American foreign policy, Assistant Secretary Richardson organized within the State Department's Bureau of Educational and Cultural Affairs a new Office of Private Cooperation. One of its first assignments was to work with the Conference Board in developing research to assess the present degree of U.S. corporate involvement in international public service activities. The Conference Board in turn conducted the first comprehensive research on contributions by U.S. firms to public welfare, health and educational programs overseas, and to international programs to foster mutual understanding.

### More credit due

It seems that many American corporations are not receiving full credit for their activities abroad, even though U.S. companies generally are doing as much or more in the public affairs area as their counterparts from other nations.

In a comment based upon the first reports, released earlier this year, the *American Banker* said: "Despite their financial and service contributions to local public service programs in Mexico and Brazil, affiliates of U.S. multinational institutions, including banks, operating in these countries, are failing to win widespread recognition as good corporate citizens."

An obvious conclusion is that government and business, working together, must do more to give recognition to multinational corporations' present positive contributions to the societies within which they operate. Also, that they must do more—through new international public affairs initiatives—to encourage future government-business cooperation to improve the climate for business and

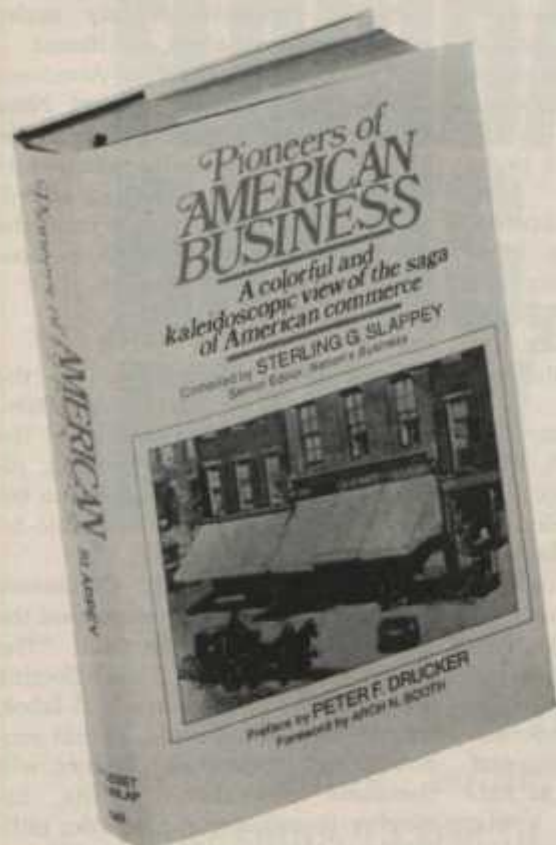


Opening of a village school is an occasion of great pride. Here, the local Ford dealer is being congratulated by Edson P. Williams, who is general manager of Ford Mexico.



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## A New Partnership *continued*

diplomatic initiatives in specific countries.

To study the means of doing this is the immediate task of an international public affairs steering committee consisting of some 20 individuals from government agencies, private corporations and business-oriented associations, including the National Association of Manufacturers, the Chamber of Commerce of the United States, the Young Presidents' Organization and the International Executive Service Corps.

To encourage free exchange of views, the individuals speak only for themselves, not for the institutions they represent.

One specific aspect of programing jointly developed by the State Department and the business community involves convening workshops in individual foreign countries to discuss how U.S. affiliates can strengthen their public affairs programs.

A pilot public affairs workshop was held last March in Mexico City under cosponsorship of the American Chamber of Commerce of Mexico, the Conference Board and the State Department.

The purpose: To discuss research findings on Mexico and explore "the social responsibility of corporations in a host country."

The approach was to cite examples of successful initiatives—and the reaction of several corporate executives not previously involved in public affairs was an expressed desire to outdo the public affairs programs of other U.S. firms.

### **Ford builds schools**

Highlight of the meeting was a review of Ford Motor Co.'s school-building program, which won the Mexican AmCham's first "Pochteca" recognition award—now to be given each year to an American-affiliated firm for what it has "produced for the community and the nation."

The interdependence of diplomacy, profits, and corporate and government public affairs programs is implied in what Ford has done.

Why a school-building program? The Mexican government has serious problems in education, and its national budget—while calling for free education at all levels—is insufficient

to meet the demand for grade schools created by its population explosion.

Ford's Grade-School Construction Program was designed as a modest but effective contribution of the company and its dealers to help alleviate this most serious educational problem.

Edson Williams, who was appointed manager of the Mexican Ford company after the program was well under way, says candidly: "I really was not able to understand at first why our company was building schools."

But, he adds, "as I did more research and got more involved, I became convinced that our objective, which is obviously to make money in Mexico, is in fact compatible with civic and public relations programs and that they support each other."

He says he sees Ford's objectives as maintaining and improving its position and image as leader in the automotive industry in Mexico, improving relations of Ford Mexico and its dealers with government at municipal, state and national levels, and—perhaps most important—providing its dealer organization with the most effective support and cooperation possible in all areas of public relations.

An average six-classroom school, fully equipped, today costs approximately \$42,000. The local Ford dealer is the key. He is responsible for community participation and for raising 50 per cent of the funds. The other 50 per cent is financed from a fund formed by equal contributions of the Ford Mexico dealer body as a whole and Ford Motor Co. itself.

The teaching staff, consisting of a principal and six teachers, is furnished and paid for by the government's Secretariat of Public Education—resulting in a government-business joint venture in the most pragmatic sense.

As of now, 82 such Ford grade schools have been completed for a total of 562 classrooms with space for over 72,000 students taught on a shift basis. Ford is continuing to build, with schools projected for those areas where no school exists and there is no other visible prospect of one being built.

The timing of the Mexico City

seminar and of the new State Department initiative already under way are, in themselves, significant.

With the end of active American military involvement in Viet Nam and the advent of negotiations in the Middle East, we are witnessing—just this year—a delicate shifting of balance in U.S. foreign policy from the defense and political front to economic and commercial issues.

### **Learning by experience**

As Secretary Kissinger told the Senate Foreign Relations Committee, we have "learned by experience the crucial importance of economic affairs and the intricate connection between the solutions of economic issues and political issues. . . ."

Under Secretary of Commerce John K. Tabor recently expressed the same concept when he said: "The overarching certainty I see affecting government and industry and labor, indeed all of our people, is that economic and commercial factors will dominate international affairs, displacing in primacy diplomatic, military and purely political moves."

Literally hundreds of examples could be cited describing how United States companies are meeting their socioeconomic responsibilities overseas even as they earn the necessary income which their share owners have a right to expect.

IBM World Trade has helped support college and university computer programs and has provided competent IBM people to educate and train nationals in several countries in Asia and Latin America.

General Electric has involved itself in the health area by supporting Centre Industries in Sydney, Australia—an enterprise which trains and uses approximately 300 cerebral palsy victims in the manufacture of competitively-priced semiconductor products for GE (the quality produced is higher than the norm); by employing blind workers in Argentina; and by donating a mobile X-ray unit to the Indian Army for use in Bangladesh rehabilitation.

### **"Sesame Street" in Spanish**

Xerox last year introduced Spanish and Portuguese language versions of the popular children's television



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## A New Partnership *continued*

series, "Sesame Street," in Latin America. In parallel with its well-known corporate responsibility program, Xerox has also undertaken an ambitious program of industrial complementation in Latin America involving transfer of sophisticated technology to a large number of local manufacturers who will provide components and sub-assemblies for local manufacturing operations.

Gulf + Western Industries, Inc., in six years of operations in the Dominican Republic, not only has produced a significant broadening of the economy and created more than 2,500 new jobs, but has also built schools and hospitals, given free medical care and medicine, improved housing and established a program in which workers associated with G + W can own their own homes.

H.J. Heinz introduced modern agricultural methods in Portugal and, in the space of just six years, increased the production of tomatoes for commercial use from a negligible amount to the nation's fourth largest cash export.

In Colombia, these examples on a more modest scale can be cited:

- A former Peace Corps volunteer who served in Colombia helped establish "Remaches Industriales," now the largest maker of rivets in South America. Almost since its inception, it has promoted sports programs for its workers by providing the uniforms and equipment needed.
- Texaco has used helicopters to fly prefabricated schools into the formerly inaccessible Rio Sucio canyon, and has built a school in Tumaco where a pipeline ends.
- Goodyear, Goodrich, Uniroyal and IBM have provided low-cost benefits such as housing, primary schools, health care and special job training for their employees and their families.

Most corporations consider such activities a normal part of doing business abroad.

### Two major objectives

Two major objectives of the government-business initiative are (1) to make private citizens, in the U.S. and abroad, aware of the role of the international corporation as a socio-economic force and (2) by example,

to encourage other corporations to follow suit and get more deeply involved in the society-building aspects of commercial life.

Caterpillar Tractor President Lee L. Morgan, a major corporate spokesman on international business, outlines what he considers to be the three kinds of social impacts and responsibilities of business.

"First," he says, "are those that result from straightforward, vigorous pursuit of more sales and profit—in short, our daily business affairs. The second category has to do with conducting these business matters in a way that is socially responsible . . . in other words, being responsive to the public interest as we pursue conventional business tasks.

"The third category relates to special social initiatives which—though they may capitalize on our particular strengths—clearly lie beyond the dimensions of regular business operations. I believe that a corporation's objective of serving the long-term interests of its shareholders can be well served by taking actions in all three categories—and not just the first one."

This kind of corporate involvement in society's problems is far from do-gooding.

Six years ago, General Electric published a report on "Our Future Business Environment" in which it said such involvement was "now a question of survival."

The public expects business organizations to do more to improve the quality of life, the GE report said—in short, the public is implicitly rewriting its "charter of expectations of companies."

It is not just the American public that has high expectations. People all over the world and their governments are demanding positive corporate citizenship from international companies.

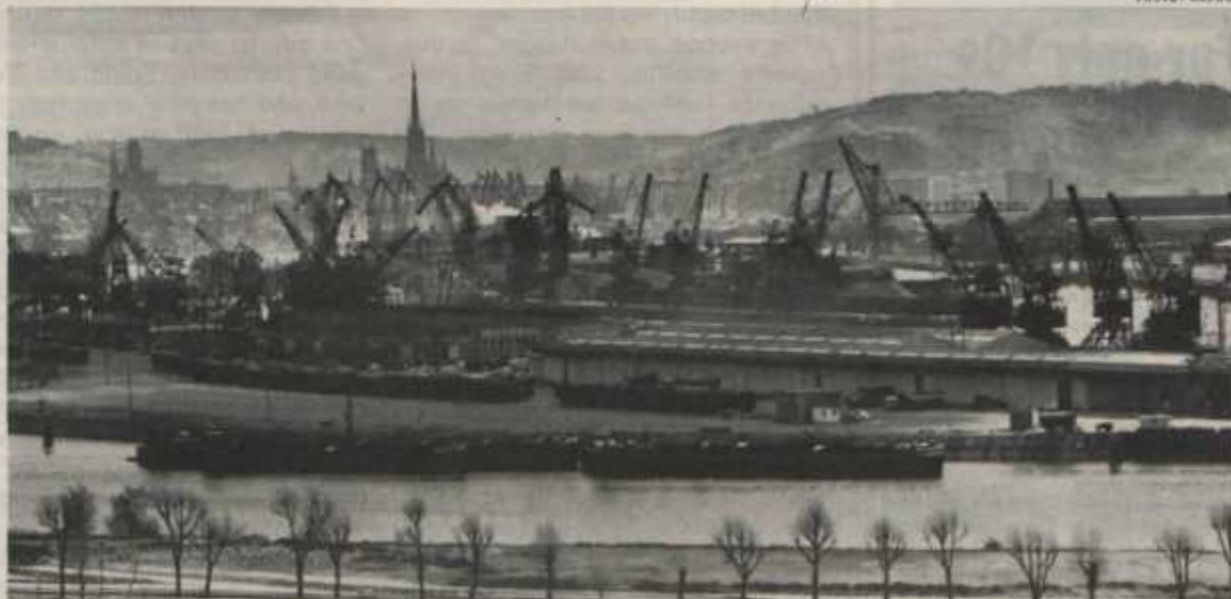
If business defaults in this challenge—if it does not harness its immense management and technological capabilities to supply public needs—governments everywhere will be pressured and tempted to build constraints into their economic systems which will be counterproductive to their own objectives as well as to those of business. **END**



## THE CLIMATE ABROAD: France

net. id 9-12-74  
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PHOTO: RAPUS



Rouen, on the Seine near the English Channel, is an old commercial and cultural center, as well as the bustling port near Paris.

To try to deduce the economic prospects of France is as risky today as it has been many times in the past, when so much that occurred was unpredictable.

Two brief analyses, however, may help clarify the present situation. First, a note on the three chief assets which have facilitated the reestablishment of France after each of its previous upheavals and depressions. Second, an examination of the three points where danger, or drastic change, now appears possible.

The three chief assets have been, and remain, the remarkable physical resources of what is now Western Europe's largest country; the natural skill of its workers at occupations ranging from traditional and modern crafts through all technical levels to scientific research; and France's gift for landing on its feet—*baraka*, a term used by the French.

*Prepared in cooperation with the American Chamber of Commerce in France.*

It is *baraka* (an Arabic word meaning "divine providence which brings luck") that brought a dictator, Napoleon, after the French Revolution of 1789 had reduced the country to chaos. And, to take this century only, it brought an American army twice, the Marshall Plan when economic rebirth looked like a 50-year task, and the European Economic Community, with its huge export potential for French products, just when the economy was choked by near-civil war.

Prophecies of economic solvency—"by the end of 1975," "before 1980," or at other dates suggested by French ministers and economists—are in part inspired by France's *baraka*. Similarly, the unspoken rider to predictions of near-disaster is always: "But in the end something will happen to put everything right, as it always does."

France's 3,200 miles of coastline and frontier linking it with the Mediterranean, the Atlantic, the English Channel and the North Sea, and on

land with Belgium, Luxembourg, Germany, Switzerland, Italy, Monaco, Andorra and Spain, encompass not only the largest Western European country but the most varied geologically, the best equipped in strategically placed commercial ports and the richest agriculturally.

As for the technical skill of French workers, it may be matched by their political influence, a factor best mentioned in connection with the third of the three present dangers.

The first danger is inflation, both of price and credit, which is much more serious in France than in Germany or the United States. Even the government's own price index, rejected by labor unions as inapplicable to lower income brackets, shows price increases in early 1974 running at an annual rate of 13 to 18 per cent.

More so in France than in other countries, the explanation is psychological. The belief that inflation is now a way of life, the certainty that wages will rise in proportion, and the knowledge that each rise in the price





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## The Climate Abroad: France *continued*

index is a cut in the real cost of repaying old debts, combine to turn inflation into a paper tiger in the public mind. Yet, in fact, it can poison the effects of all government measures aimed at rectifying the economy.

The second grave danger is that France's stability, and even independence, will be weakened by a trade deficit that may range from \$6 billion to \$10 billion in 1974. The welcome plan of the Shah of Iran to deposit a total of \$1 billion on account of purchases over the next three years will pay for only 72 per cent of France's oil purchases from Iran for the same period (at the present rate). However, French oil imports from other countries are 13 times greater than from Iran.

France's trade accounts, which are calculated on a free-on-board (FOB) basis, are about 7 per cent better for the last few years than they would have been if the French government had in addition used the cost-insurance-freight (CIF) calculations, as is done by other member countries of the Organization for Economic Cooperation and Development.

Nor were published figures for June, 1974, seasonally corrected. On a CIF/FOB, seasonally adjusted basis, France's deficit for the first six months of 1974, unrelieved by foreign payments from other sources, would be about \$2.8 billion, with a strong possibility that the second half of 1974 would be much worse. The fact that Germany's surplus for the first half was as large as France's deficit dramatizes France's precarious trade position.

A key reason for the gap between French and German export performance is that, in general, Germans aggressively go after business anywhere in the world, while the French, confident that they make better "mousetraps," expect the world to beat a path to their door. The better-mousetrap theory hasn't worked so well. While 94 per cent of German exports are in equipment—thus paying the wages of several million workers—only half of French exports are in finished goods of any kind. In the first quarter of 1974, France exported nearly \$2 billion in farm products (up 45 per cent from the same quarter in 1973), nearly \$5.5

billion in raw and semifinished goods (up 50 per cent), \$2.5 billion in consumer goods (up 15 per cent) and only \$2 billion in equipment (up 21 per cent).

French foreign trade during this first quarter was in surplus with two good customers, Spain and Switzerland, and two poor ones, Italy (with a surplus of \$450 million, up 218 per cent) and Britain (with a surplus of \$160 million, up 123 per cent). But France's deficit for the quarter with Germany was close to \$700 million (up 311 per cent) and with the United States \$550 million (up 88 per cent from the same quarter in 1973). With national reserves at only about \$8 billion, as compared with Germany's \$35 billion, France is in an increasingly weak liquidity position, which creates the second of the government's three vital problems.

The third danger threatening France's economy is indicated by two facts.

First, 49.3 per cent of the vote in the recent election was cast for supporters of nationalization of most industry (all banks, finance houses and insurance firms, and the nine biggest industrial groups, including their 850 subsidiaries), and for candidates supporting the right of employees to secure nationalization of their employer by a majority vote.

Second, the government's new delegate for the reform of industry, Pierre Sudreau, heads a commission that is to propose, within six months, a plan to restructure all enterprises in France, including, of course, those controlled from abroad. If the old government rule—"If you intend to do something, do it; if you don't, appoint a commission"—still holds true, perhaps no great change will occur. But labor union pressure for "business democracy"—in plain language, the right of employees to elect (and fire) managers—is so great that in 1975 management in France may find itself struggling to persuade not only its potential export customers and creditors, but also to sell itself to its own employees.

In the end, of course, France will come through on its feet thanks to its rich resources and the skill of its people. Or perhaps because of its eternal *baraka*.



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## Learning to Do as the Romans Do

This school operates on the premise that ignorance of local culture and language isn't bliss for the businessman abroad

Under the star-studded Arizona sky, amid the paloverde and blooming oleander, Mrs. William Voris had put out a buffet that fit the guest list like a glove. The menu:

*Nasi goreng*—Indonesian chicken, shrimp and rice.

*Suppa boller*—Norwegian meatballs.

*Tabolleh*—Lebanese parsley-mint salad.

*Sladky perezs*—Russian sweet pepper salad.

*Lubey be zeit*—Saudi Arabian green bean salad.

*Escabeche de camarones*—Mexican pickled shrimp.

*Meeta kayla pustholdes*—Indian sweet banana puffs.

And to top it off, Hawaiian fruit kebabs with orange-ginger dip.

A dozen students at the American Graduate School of International Management were there to nibble the vittles that night at the campus home of the school president, Mrs. Voris' husband. They were as cosmopolitan as the cuisine.

Any given class at the school has a number of foreign students. In this one were, among others, Tai-Chiu Woo of Hong Kong; Jose Manuel Araneta Serra of Iloilo City, the Philippines; Jerome Jean Petin of Paris, France; Francisco Javier Pardo of Lima, Peru; Tuong-Van Ngu-yenduy of Saigon, Viet Nam; Ram-esh Mohan Manikkam of Madras, India; Hiroshi Koyama of Tokyo,



Dr. William Voris, a veteran of educational posts at home and abroad, is the school's president.

Japan; Sverre Fraas Koxvold of Oslo, Norway; and Paul Theodoor Graham Kehr of Utrecht, the Netherlands.

Why do students from the far corners of the world head for this sandy, sun-splashed campus on the edge of the Arizona desert at Glendale near Phoenix?

To get, in three semesters, a master's degree in international management, with the special training that signifies. The graduate school's students, both foreign and American, take courses that emphasize the cultures and languages of countries in which they hope to work, as well as subjects similar to those offered in other graduate business schools.

President Voris explains: "Of course, most of our students are Americans—about 85 per cent of the 600 or so who go here.

"But we actively recruit foreign students, too. The multinational corporations that come here to hire our graduates are looking for some foreign nationals for their subsidiaries overseas.

"In addition, we think it's good to have young people from all over the world on the same campus. The students get the benefit of fresh viewpoints and varied experience.

"Also, Thunderbird is one of the few schools, anywhere, that offer this kind of graduate education. If that's what you want, you almost have to come here."

Long called the Thunderbird Graduate School of International Management, the school is still best known as Thunderbird among alumni and old friends.

Like radar or the A-bomb, the institution was an offshoot of World War II.

"It was the brainchild of the late Gen. Barton Kyle Yount," says Christian Larsen, director of special projects. "He was head of the Air Force Training Command, which had some 460 installations for training airmen—schools, flying fields—all over the country.

"One was Thunderbird Field No. 1, here in Glendale. Thunderbird, of course, is the name of a legendary Indian deity—a giant bird who is god of thunder, lightning and rain.

"When the war started to wind down, the Air Force began making up a list of fields to deactivate. It was sort of a list of surplus property.

"Gen. Yount, during the war, had seen many instances where ignorance of the language or of the country had kept good men from doing a good job abroad. He was sure that after the war Americans would be working all over the globe.

"He thought the country needed a school that gave a special kind of



business training for work overseas. And to him, Thunderbird seemed the right place to put it."

The school, started in 1946, almost never got off the ground. Gen. Yount, who was to become its first president, had a hard time finding angels who would bankroll his hunch with their hard cash.

Finally, three local and two New York banks put up \$175,000.

"It was enough to get things go-

Thunderbird's 7,000 alumni are unhappy about the change.

They call themselves Thunderbirds. That's their nickname, and they're proud of it.

The American Graduate School of International Management will continue to require, as it has in the past, that all U.S. students learn to read and write a foreign language—French, German, Japanese, Portuguese, Spanish or Mandarin Chi-

has hired 161 graduates; Bank of America, 149; Ford Motor Co., 65; J. Walter Thompson, 38; American Cyanamid, 36; and Chicago Bridge and Iron Co., 20."

Thunderbird's way of life owes more to the Wild West than to ivied academe. Informality is the order of the day in the classroom. It also marks the coed school's social life, much of which revolves around the pool, patio and pub.



Prof. John Lindholtz helps students James Shields (left) and retired South Korean Marine Corps Gen. Han Soo Kim to keep up with current business trends.



Neither the students nor the faculty go in for starchy formality at this international school of management techniques in sunny Arizona.

ing," Mr. Larsen says, "because Washington agreed to lease the land at \$1 a year, if the school would maintain the buildings.

"Then, after 10 years, the land went to the school."

At first, it was named the American Institute for Foreign Trade. Then, to identify it more clearly as an educational institution, it became Thunderbird Graduate School of International Management.

The Thunderbird was dropped from the school's name recently.

"Nobody except us," a spokesman says, "knew what it meant."

True, it's not a byword on the Bourse or the Ginza. But some of

nese. Foreign students must become equally proficient in English.

Many U.S. companies contribute to the school's support, says Gates Davison, director of program development.

Among them: American Airlines, Bank of America, Caterpillar Tractor Co., Colgate-Palmolive Co., Eastman Kodak Co., Firestone International Co., B.F. Goodrich Co. (International), Procter and Gamble Co., Exxon Corp., Texaco, Inc., and Union Carbide Corp.

"And many banks and corporations recruit here for overseas jobs," Mr. Davison adds.

"For example, Chase Manhattan

Most of the students have been abroad. Their average age is about 26. About half are married.

The young men and women see extra benefits in working abroad.

Says David W. Ogilvy, of Washington, D.C.:

"I intend to come back to the States, perhaps at a company's headquarters. But in an overseas assignment, you tend to get greater responsibilities earlier in the game. You advance faster."

Thomas M. McCoy, of St. Louis, Mo., puts it succinctly:

"There's a great world out there. It's an amazing, fascinating place. Don't miss it." **END**



## BUSINESS: A LOOK AHEAD

BY GROVER HEIMAN

Associate Editor

### A New Federation of Labor—for Government Workers

Growing militancy of unionized public employees may find a rallying point in a national federation outside the AFL-CIO, but that organization is counterattacking.

The federation would be an extension of the Coalition of American Public Employees, which claims to represent 2.4 million workers in the 50 states. CAPE, started in 1971 and formalized in 1973, is investigating the concept of all public employee unions joining together to provide a nationwide front.

It would mean formation of a new labor federation, with a potential of as many as 13.5 million members, called American Public Employees. Presently, about a third of government workers are organized.

In CAPE are the 1.5 million-member National Education Association, the 700,000-member American Federation of State, County and Municipal Employees (AFL-CIO) and the National Treasury Employees Union.

As a counter to CAPE, the AFL-CIO re-

cently announced it would form a department to represent public employees. More than two million public employees belong to 22 different AFL-CIO unions, and have been lumped in with industrial workers and others. Twelve unions initially agreed to move to the new department, which could become the AFL-CIO's largest if all join.

Jerry Wurf, head of the American Federation of State, County and Municipal Employees, says he will continue to work with the AFL-CIO public employee department, but also will work with CAPE. Some believe the volatile Mr. Wurf may lead his organization out of the AFL-CIO eventually.

CAPE's top priority is a federal collective bargaining bill including the right to strike.

Disparate public employee groups are already joining together at state levels. There are state coalitions in Connecticut, Delaware, Hawaii, Illinois, Iowa, Kansas, Maryland, Michigan, New Hampshire, New Mexico and Wisconsin.

### Uncle Sam Tries to Get More From Tax Accounts

The federal government, faced with an interest rate problem, too, is contemplating placing some federal funds in interest-bearing 30-day time deposits in commercial banks, and speeding the process of getting other such funds into government coffers.

This is a result of a recent report on a study of accounts, kept as demand deposits in local banks, that represent businesses' federal tax payments.

While the report says the account system should be retained, it recommends looking for ways to employ a portion of the funds to provide added returns to the Treasury.

As an interim measure, the Treasury indicates that it will "experiment" with time deposits and try to expedite the flow of other tax account funds to Federal Reserve

banks—increasing Treasury balances and thereby reducing government borrowing needs.

Officials note this is the first report on the system in nearly 10 years. Since the earlier report, the amount of taxes flowing through the accounts has quadrupled, and the size of the account balances has risen, as have interest rates—thus providing banks with greater earnings potential on the balances.

In return for having these accounts, on which they pay no interest, banks provide certain services to the Treasury, such as handling savings bonds. These services have declined as the accounts have grown and the Treasury now feels it would be more economical to pay the banks for the services.



## It's an Ill Well That Blows No Good

Trade experts see a potential \$10 billion export market for U.S. goods in the Middle East by 1980—which is about five times what it was in 1973, and which approaches the current level of U.S. exports to countries in Europe's Common Market.

The Commerce Department says the area's oil revenues—estimated at \$62 billion in 1974—are expected to be \$180 billion in six years—or about 12 times the 1973 level of \$15 billion.

Funds in such majestic amounts will be available because of jacked-up prices for oil—prices U.S. customers, along with others, will have to pay. But at the same time, marketing opportunities for U.S. business will soar.

Listed in a recent Commerce Department

report as products promising for increased exports to the area are: Civil aviation aircraft, passenger cars, buildings and materials of all types, construction machinery, air-conditioning and refrigeration equipment, oil field equipment and supplies, agricultural machinery and food processing equipment, food itself, luxury items, medical apparatus, power generating machinery, electrical generating systems, and water desalination equipment.

Major project opportunities listed are: Petroleum refineries, liquefied natural gas facilities, petrochemical plants, steel mills, aluminum smelters, copper mining and smelting installations, cement plants, textile plants, sugar and paper mills, and entire transportation systems and equipment.

## Farm Credit System Hopes to Cut Costs

Faced with a growing need for credit to finance agricultural operations, the farmer- and cooperative-owned Farm Credit System is centralizing services in order to cut the cost of doing business.

The government-organized and -regulated lending system operates now through 12 districts which generally run their own shows. The Farm Credit Act of 1971, how-

ever, authorized the districts to undertake functions of a service nature jointly.

Starting Jan. 1, a newly created Farm-bank Services, located in Denver, will begin offering the districts such things as credit trends studies, advertising and public relations aid, retirement and wage and salary services, and management and development assistance.

## Rescue Efforts for Airlines in Distress

The uneasy economic condition of several U.S. international airlines is prompting government action and calls for more action, much of it stemming from long-standing discriminatory practices by foreign countries.

Secretary of Transportation Claude S. Brinegar has announced a five-point plan involving fares, route abandonments or consolidation, a "fly U.S. flag" program, reduction of capacity on international routes, and reduction of such foreign discrimination against U.S. lines as the charging of excessive navigation and landing fees.

The Senate Commerce Subcommittee on Aviation has been holding hearings on S. 3481, a proposed International Air Transportation Fair Competitive Practices Act, which would cover, among other issues, the higher landing fees paid by U.S. carriers.

Sen. Lowell Weicker (R.-Conn.) has introduced a separate bill, S. 3790, that would

focus solely on excessive or discriminatory landing fees and have the Secretary of Transportation determine the amount of "compensating fees" to be levied on foreign carriers.

The proceeds would be pooled in a special fund from which payments would be made to U.S. carriers squeezed by landing charges abroad.

Such compensating fees also would be levied under S. 3481, but the State Department would be involved along with the Transportation Secretary in the determination of amounts. Sen. Weicker contends the diplomats should not have this role.

The Senator cites a number of cases of landing fee discrimination, a typical one being at London's Heathrow International Airport. A U.S. 747 landing there, he says, must pay about \$1,675 while a comparable British-owned plane landing at New York's Kennedy International Airport pays \$391.

## Strength in Numbers for Nuclear Plants

More and more consideration is being given to building nuclear energy centers as a means of satisfying concern over potential risks—minimal though they may be—from nuclear power plants.

As it now looks, the nation could have from 400 to 750 plants in operation by the year 2000. Clustering plants could reduce the number of sites by a factor of four or five.

Federal Energy Administrator John C.

Sawhill favors establishing bigger nuclear energy complexes "where we could concentrate . . . the production of nuclear power and its associated subsystems of fuel recycling and radioactive waste disposal."

Such centers, he says, would make security easier and provide more opportunity for economy in construction. Also, he says, over the long run, less land would be affected. New reactors, for example, would be built next to decommissioned ones.



## EDITORIAL

### He's Right

President Ford has rightly identified inflation as "our domestic public enemy No. 1."

He has also rightly identified government spending as the prime cause of inflation.

Finally, he has rightly called on us voters to "support your candidates, Congressmen and Senators, Democrats or Republicans, conservative or liberal, who consistently vote for tough decisions to cut the cost of government, restrain federal spending and bring inflation under control."

Right on, Mr. President!





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